

2017

RiverLink

Community Engagement Evaluation

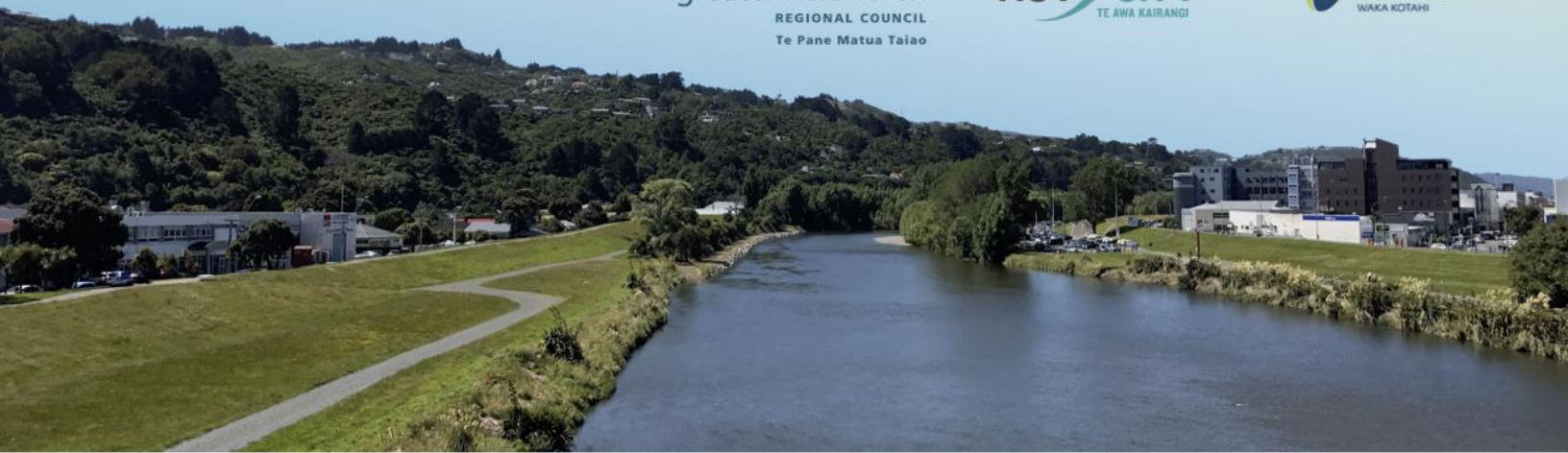


WPI

Authors: Spencer Austin, Mary Osler,
Darvin Sainte-Luce, Abigail Sawyer

Sponsor: Ross Jackson, Advisor, Flood Protection

Faculty Advisors: Dominic Golding,
Ingrid Shockey



RiverLink Community Engagement Evaluation

An Interactive Qualifying Project
submitted to the Faculty of
WORCESTER POLYTECHNIC INSTITUTE
in partial fulfilment of the requirements for the
degree of Bachelor of Science

by

Spencer Austin
Mary Osler
Darvin Sainte-Luce
Abigail Sawyer

Date:

March 3, 2017

Report Submitted to:

Ross Jackson
Advisor, Flood Protection
Greater Wellington Regional Council

Dominic Golding, Ingrid Shockey
Worcester Polytechnic Institute

This report represents work of WPI undergraduate students submitted to the faculty as evidence of a degree requirement. WPI routinely publishes these reports on its web site without editorial or peer review. For more information about the projects program at WPI, see <http://www.wpi.edu/Academics/Projects>

Abstract

The Lower Hutt community is extremely susceptible to flooding, due to its geography in relation to the Hutt River. To mitigate risk, the RiverLink Project will increase flood protection for the region and simultaneously initiate city revitalization plans and improvements to transportation infrastructure. We evaluated the effectiveness of local agency engagement processes to inform and involve the community during the transformation. We conducted interviews with representatives of the Greater Wellington Regional Council, the Hutt City Council, and the New Zealand Transport Agency, and surveyed local stakeholders. Based on the results of the 16 interviews and 156 survey responses, we developed a number of recommendations to enhance future community engagements hosted by RiverLink.

Executive Summary

Introduction and Background

Lower Hutt, a suburban area of the Hutt River Valley just to the northeast of Wellington, is an area that is vulnerable to damaging floods that can create short and long-term consequences. With climate change forecast to increase the likelihood and severity of major floods, the Greater Wellington Regional Council (GWRC) is independently delivering better flood protection for the entire Hutt area through its Hutt River Floodplain Management Plan. Part of this plan has evolved into the RiverLink Project as the GWRC, the Hutt City Council (HCC) and the New Zealand Transport Agency (NZTA) have begun to coordinate more closely their respective plans for the affected area. The RiverLink Project is designed to improve flood protection, enhance recreational and business opportunities, and provide more efficient transportation throughout the Lower Hutt Central Business District (CBD). RiverLink concentrates on the area between the Ewen and Kennedy-Good bridges.

The goal of our project was to work closely with stakeholders and project leaders to evaluate the effectiveness of the community engagement process to date. To complete this goal, our team developed a series of objectives:

- Clarify our understanding of the vision and mission of the RiverLink Project;
- Investigate the methods and activities used to engage the public to date;
- Assess public attitudes and perceptions of the RiverLink Project process; and,
- Recommend new and enhanced approaches to public engagement for future phases of the project.

To support our project, we learned that decisions that come out of well-designed public participation projects are “more effective and more durable,” meet with less public opposition, and ultimately can take less time to complete overall (Chess and Purcell, 1999, p. 2685). We found that successful public processes have a few key elements in common. The key elements were that the agency has a clear goal and purpose to the engagement, the agency is committed to the value of public opinion, the information is equally distributed to all, and the agency is honest and transparent.

Our team explored Sherry Arnstein’s *Ladder of Public Participation*, United States’ Environmental Protection Agency guidelines, and New Zealand’s Internal Affairs *Good Practice Participate* to understand participation processes and to determine the engagement level the RiverLink Project should target. We learned that a successful public process ideally has a committed agency, with well trained staff supplied with adequate resources to complete engagement strategies for the duration of the project. Our research highlighted that in order to make public participation meaningful, public agencies must gather information from a wide range of stakeholders, “regardless of race, color, national origin, sexual orientation or income” (Environmental Protection Agency, 2016, para. 3). One of the most important aspects of a successful public process is that a relationship be built on mutual trust and respect between the public and agency. This relationship is built on a basis of an honest agency who is transparent to the degree that allows the public to make their decisions comfortably.

Approach

Our group used a diverse series of strategies (Figure A) to gain information and background about the RiverLink Project to complete our goals. We completed a thorough site assessment, interviewed 16 representatives from the three agencies responsible for RiverLink, spoke with council members, and attended community engagement events hosted by RiverLink to better understand the administrative side of the project along with the geographic location of the project.

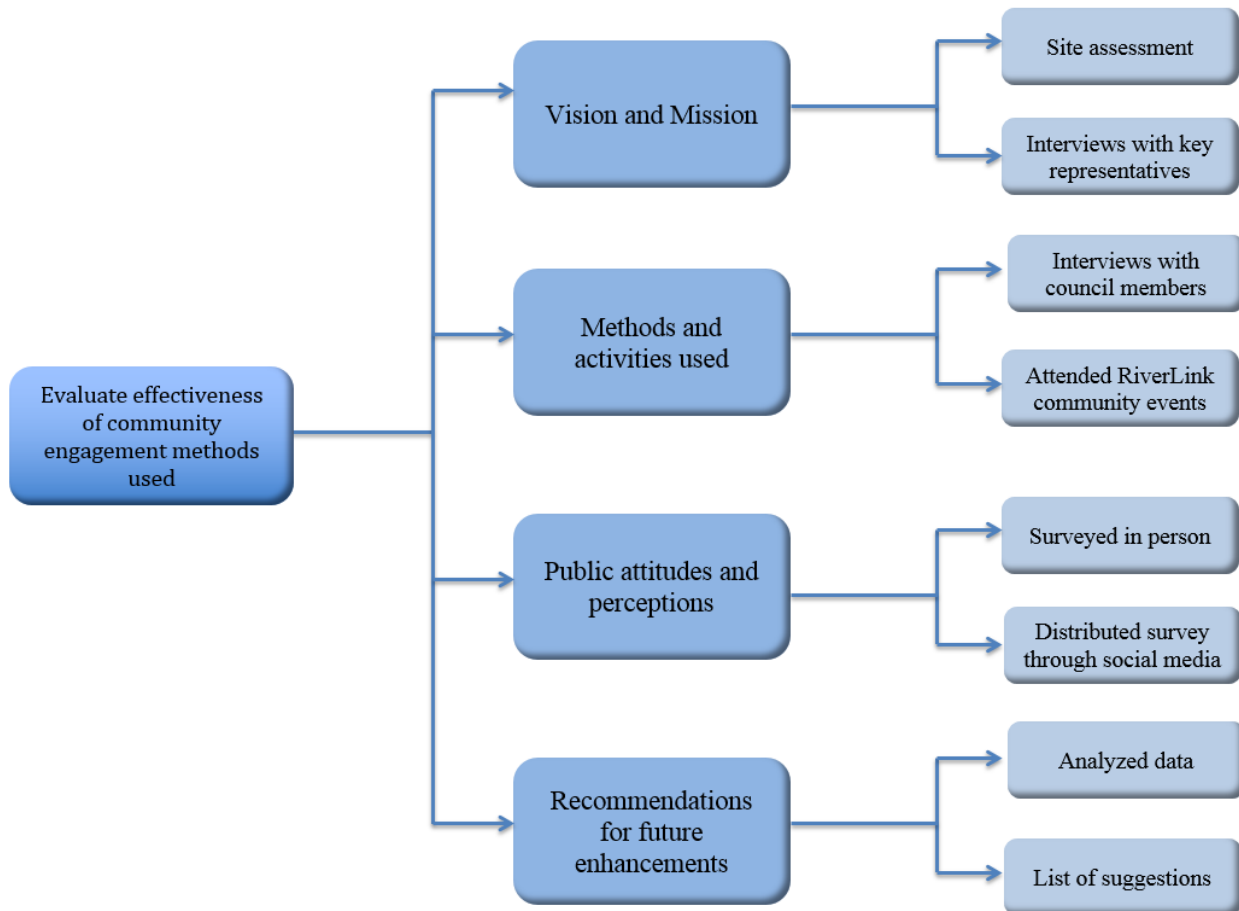


Figure A: Approach flowchart to reach goal

We distributed our survey to the public in a variety of venues to gain input from the community regarding their views and knowledge of the project.

Results

Site Assessment

Our first impressions of Lower Hutt found a community lacking in energy and commercial vitality. The river seemed disconnected from the CBD due to the thick vegetation lining the banks of the river (Figure B). The problem is exacerbated by the orientation of the buildings along the river. Gaining our own perception of the area allowed us to have a better understanding when moving onto the interviews.



Figure B: Pop-up beach site

Interviews

To better understand the RiverLink vision for the community moving forward, we interviewed 16 individuals from three agencies. Our respondents expressed similar opinions, with most indicating that the primary benefit of the RiverLink Project would be flood protection in the CBD. They also emphasized the importance of creating a safe and more efficient transportation system as well as providing easier access to the river from the CBD region.

We asked interviewees to specify community engagement goals outlined by each agency for the project. In response, we found that “understanding and acceptance from the community for the project” seems to be the common goal among all members. There was a general consensus among agency officials we interviewed that the engagement strategies conducted so far have been successful.

Surveys

To understand stakeholder perceptions, we developed a survey that could be completed in person or online. The total number of responses from the Qualtrics survey was 156. Of these, we surveyed 119 individuals face-to-face over the course of 4 days and obtained 37 online responses. The majority of the respondents had heard about RiverLink. When those who have heard of RiverLink were asked “What do you know about the RiverLink Project?” 86 % of participants discussed aspects of the flood protection and CBD enlivenment. Some respondents mentioned the upgrade to the transport system around the Melling Intersection, but these details were less commonly known.

The overall majority of respondents indicated they preferred to obtain their news and information from the newspaper. A surprising number (21/54) of people under the age of 40 obtained information from newspapers, but more preferred to gather information from social media (see Figure C).

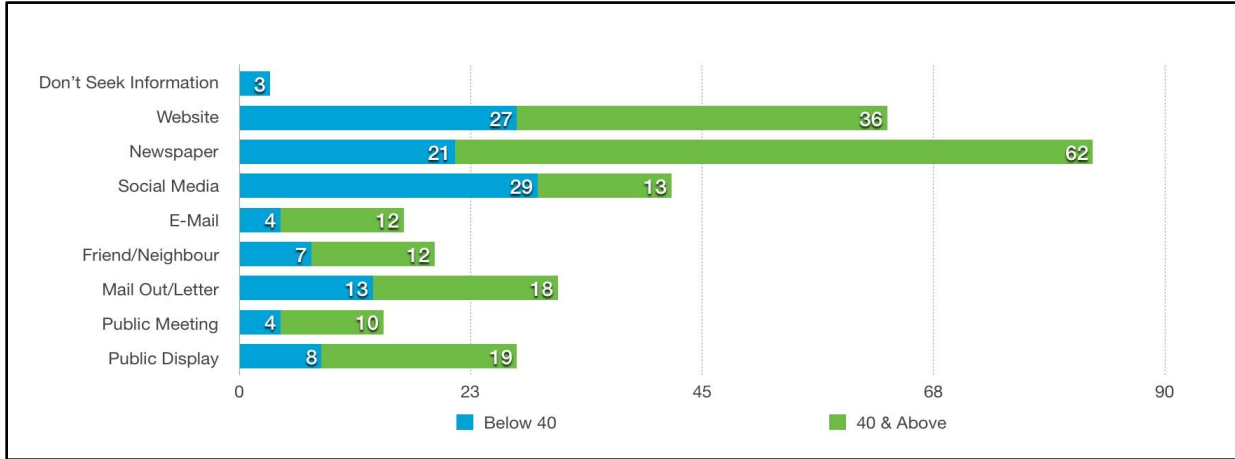


Figure C: Channels participants use to obtain information

Although the majority of participants knew about the project, 82 out of 128 survey respondents claim that they have never participated in any previous public engagement events, such as public meetings, focus groups, surveys, etc. When we asked these 82 why they have never participated in any events, 53% of responses replied that they had never heard of the engagement events being held (Figure D, below).

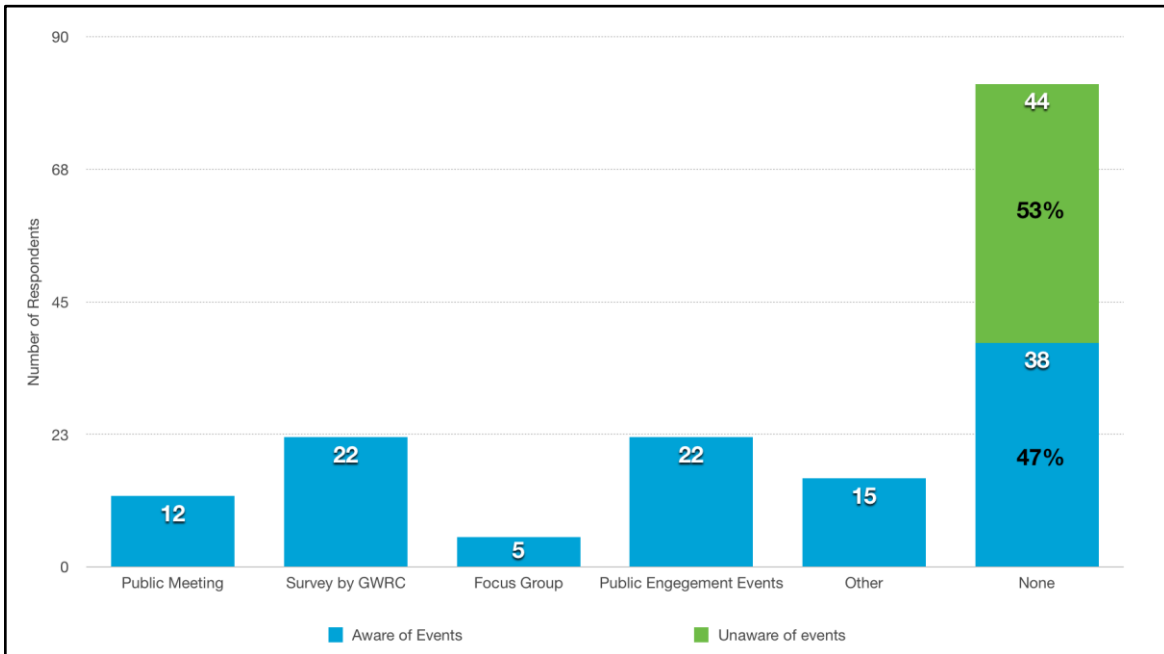


Figure D: Public engagement events attended

Recommendations

After reviewing the results from our interviews and surveys, we have identified 5 recommendations that address both organizational strategies and engagement improvements.

1. Engagement Evaluation Criteria.

Our team designed an engagement evaluation checklist stemming from the research we have done about public processes to enhance the RiverLink engagement in the future. The organizations can use this checklist to make sure they are constantly reaching their goals and keep each public event consistent.

2. Media Management

Print. Create a stable communication through the local paper and request a column which would be featured once a month. The column would include a list of upcoming events for that month, updates about the project, and any relevant pictures that were taken the month prior.

Social media. We recommend that the agencies collaborate to create a RiverLink profile on Facebook, Instagram and Twitter, which would include GWRC, HCC and NZTA as administrators. These pages would be able to have regular postings strictly related to RiverLink and could be managed by all three organizations.

Our team created a social media operator job description. This individual would be in charge of creating interactive and creative social media pages, responding to questions, and providing updates on each page.

3. Pop-up Beach Improvements

Improvements can be made to create a more successful pop-up beach. In order to attract more attention and awareness, the RiverLink logo can be made more apparent, as well as the visual aspect of the container. The inviting nature of the coffee cart and riverside patio area should also be adapted from the old pop-up beach and can be used in the new event.

4. Opportunities for Youth

An engagement opportunity to involve students is a design contest with a targeted focus in schools ranging from elementary to high school. They would be asked to visually design what they would like to see once the project is completed.

5. Re-building Community

RiverLink's success may depend on building partnerships outside of the agencies which can co-sponsor larger events to build capacity within the community. A RiverLink festival hosted along the river corridor and in the Riverside Carpark could highlight riverside activities, music, fitness, art, food trucks and additional interactive activities along the Hutt River.

Conclusion

RiverLink is a major project for the Hutt River that will affect the lives of many people in the Hutt community. The project intends to give the Lower Hutt community a safer and more prosperous CBD through increased flood safety, integrating the river into the community, and making transportation more efficient in and around the area. The community engagement process will span over the entire duration of the project (estimated completion in the year 2025), bringing opportunities for the agencies to rebuild a sense of community from the ground up. The long project span will need to continually reach out to include the public. This process may be difficult

at times, but the benefits achieved through all efforts will be rewarding to the community at the end of the project.

Acknowledgements

We would like to extend a sincere thank you to our sponsor, Ross Jackson, for guiding our work, and to the Greater Wellington Regional Council for going above and beyond as our host.

We would also like to thank Worcester Polytechnic Institute (WPI) for providing us with this opportunity.

We especially want to thank the following contacts at the GWRC for being extremely supportive and helpful throughout this project:

- Alistair Allan, Team Leader - Floodplain Management Plan Implementation
- Sue Faulkner, Project Manager
- Jim Flack, Communication Advisor
- Stephen Heath, Lead Communicator
- Steve Kamo, Lead Project Engineer
- Zoe Ogilvie, Community Engagement Advisor

We also want to thank the following for their contributions:

- WPI Advisors: Dominic Golding and Ingrid Shockey
- Hutt City Council Contact: Antonia Wallace, Senior Communications and Marketing Advisor

Authorship

Chapter	Primary Author(s)	Secondary Author(s)	Primary Editor(s)	Secondary Editor(s)
Abstract	Spencer A.		Mary O.	
Executive Summary	Spencer A.	Mary O.	Abigail S.	
Chapter 1: Introduction	Abigail S.		Mary O.	
Chapter 2: Literature Review	Mary O.	Spencer A.	Abigail S.	
Chapter 3: Methodology	Mary O. Abigail S.	Spencer A.		
Chapter 4: Results	Spencer A. Abigail S.		Mary O.	
Chapter 4: Discussion	Abigail S.	Darvin S.	Mary O.	
Chapter 5: Recommendations	Abigail S.		Spencer A.	
Chapter 5: Conclusion	Abigail S. Mary O.		Spencer A.	
Appendix A: Council Descriptions	Darvin S.	Abigail S.	Mary O.	
Appendix C: Interview Questions	Spencer A.			
Appendix D: Qualtrics Survey	Spencer A.		Darvin S.	
Appendix F: Brochure Deliverable	Spencer A.	Darvin S.		
Appendix G: Job Posting	Abigail S.			
Appendix H: Mockup Pop-up Beach Media	Abigail S.			
Appendix I: Mockup RiverLink Festival Poster	Spencer A.		Abigail S.	

Table of Contents:

Abstract	i
Executive Summary	ii
Acknowledgements	viii
Authorship	ix
Table of Contents:	x
List of Figures:	xii
List of Tables:	xiii
Glossary of Terms	xiv
Chapter 1. Introduction	1
Chapter 2: Literature Review	3
2.1 Context for Evaluating the RiverLink Project	3
2.2 History of the RiverLink Project	4
2.3 Agency Descriptions and Stakeholder Communication	9
2.4 What Should a Public Process Include?	11
Chapter 3: Methodology	20
3.1 Understand the Vision and Mission of the RiverLink Project	20
3.2 Investigate the Methods and Activities Used to Engage the Public to Date	23
3.3 Understand Public Attitudes and Perceptions of the RiverLink Project Process	24
3.4 Develop Recommendations	25
Chapter 4. Results and Discussion	26
4.1. Results	26
4.1.1 Vision and Mission	29
4.1.2 Methods and Activities Used to Engage the Public to Date	31
4.1.3 Assess Public Attitudes and Perceptions of the RiverLink Project Process	37
4.2. Discussion	40
Chapter 5: Recommendations and Conclusion	43
5.1 Recommendations	43
5.1.1 Engagement Evaluation Criteria	43
5.1.2 Media Management	45

5.1.3 Pop-up Beach Improvements	47
5.1.4 Opportunities for Youth.....	48
5.1.5 Re-building the Community.....	48
5.3 Conclusion.....	49
List of References:	51
Appendix A: Council Descriptions	54
Appendix B: RiverLink Newsletter	56
Appendix C: Interview Questions.....	58
Appendix D: Qualtrics Survey.....	60
Appendix E: RiverLink Website Sample.....	62
Appendix F: Brochure Sample.....	64
Appendix G: Mockup Social Media Job Posting	65
Appendix H: Mockup Pop-up Beach Media.....	68
Appendix I: Mockup RiverLink Festival Poster.....	70

List of Figures:

Figure A: Approach flowchart to reach goal	iii
Figure B: Pop-up beach site	iv
Figure C: Channels participants use to obtain information	v
Figure D: Public engagement events attended	v
Figure 1: Map of Wellington region and Hutt River	3
Figure 2: Flood protection components designed for the Hutt River	5
Figure 3: Option A, showing an expanded river channel, enlarged stopbanks, and property purchase	6
Figure 4: Illustration of the potential floodpath due to a breach in the current left stopbank	7
Figure 5: Illustration of the potential floodpath due to a breach in the current right stopbank	8
Figure 6: Levels of active relationships in public participation	13
Figure 7: Map of site assessment locations in Lower Hutt	21
Figure 8: Map of site assessment locations	26
Figure 9: Melling intersection and Melling train station	27
Figure 10: Cleared pop-up beach area (left) compared to river bank with willow trees (right)	28
Figure 11: Flood markings pole with major floods and new stopbank height	29
Figure 12: Pop-up beach and coffee cart	34
Figure 13: Map of required and adjoining properties	35
Figure 14: Respondents who knew about RiverLink	37
Figure 15: Word cloud of descriptive terms regarding respondent knowledge of RiverLink	38
Figure 16: Level of interest in knowing more about RiverLink	38
Figure 17: Aspects of RiverLink respondents wanted to hear more about	39
Figure 18: Channels participants use to obtain information about RiverLink	40
Figure 19: Public engagement events attended	41
Figure 20: Inside of pop-up beach container	47

List of Tables:

Table 1: Agency responsibility for RiverLink Project	10
Table 2: EPA criteria, adapted from EPA website	15
Table 3: Agency members who were interviewed about the RiverLink Project	22
Table 4: Communication channels from the RiverLink Communication and Engagement Strategy Stage Two – November 2016	32
Table 5: Timeline of important engagement events for RiverLink	33
Table 6: Engagement evaluation criteria	44

Glossary of Terms

CBD -	Central Business District
CCC -	Christchurch City Council
CCP -	City Centre Plan
EPA -	Environmental Protection Agency
GIS -	Geographic Information System
GPP -	Good Practice Participate
GWRC -	Greater Wellington Regional Council
HCC -	Hutt City Council
IA -	Internal Affairs
NZTA -	New Zealand Transport Agency
UIC -	University of Illinois at Chicago
WPI -	Worcester Polytechnic Institute

Chapter 1. Introduction

Lower Hutt, a suburban area of the Hutt River Valley just to the northeast of Wellington, is vulnerable to damaging floods that can create short and long-term consequences. These vary from water damage to houses and businesses, to loss of transportation infrastructure, or in some cases, even to the loss of life. With climate change forecast to increase the likelihood and severity of major floods, the Greater Wellington Regional Council (GWRC) is independently delivering better flood protection for the entire Hutt area through its Hutt River Floodplain Management Plan. Part of this plan has evolved into the RiverLink Project as the GWRC, the Hutt City Council (HCC) and the New Zealand Transport Agency (NZTA) have begun to coordinate more closely their respective plans for the affected area.

The RiverLink Project is designed to improve flood protection, enhance recreational and business opportunities, and provide more efficient transportation throughout the Lower Hutt Central Business District. In particular, the RiverLink site concentrates on the area between the Ewen and Kennedy-Good bridges. Following extensive communication and engagement with the Lower Hutt community during 2016, a range of combined flood protection, city enlivenment and transport proposals were discussed, and “Option A - One Step” was formally endorsed by the regional council in December 2016. This option calls for an expanded river channel and increased stopbank¹ height. These will be delivered in a one-step improvement process, which is designed to successfully contain a 1-in-440 year flood with minimal impact to the surrounding community. This plan will also include city rejuvenation and transport improvements. The project has since moved out of option selection and into the design phase, which will conclude mid-2017. In 2017, the designs will be put out for public comment and approval, which will then lead to the construction phase.

The goal of our project was to work closely with stakeholders and project leaders to evaluate the effectiveness of the community engagement process to date. To complete this goal, our team developed a series of objectives:

- Clarify our understanding of the vision and mission of the RiverLink Project;
- Investigate the methods and activities used to engage the public to date;

¹A **stopbank** is an embankment, dyke, or levee built to prevent a river from flooding.

- Assess public attitudes and perceptions of the RiverLink Project process; and,
- Recommend new and enhanced approaches to public engagement for future phases of the project.

An evaluation of the process can contribute to improving engagement in the final phases of the RiverLink Project and facilitate better communication between the stakeholders.

Chapter 2: Literature Review

This chapter considered the factors affecting the RiverLink Project and explored approaches to the assessments of public engagement processes. We discuss different methods of public engagement and ways to evaluate their success. We begin with a description of the region's geography and history as context for the project.

2.1 Context for Evaluating the RiverLink Project

The Hutt River flows 56 km through the southern part of the North Island. The river descends from the Tararua Range down into the fault angle depression of the Wellington Harbour (Grant-Taylor, 2009). The course of the river can be seen below in Figure 1.

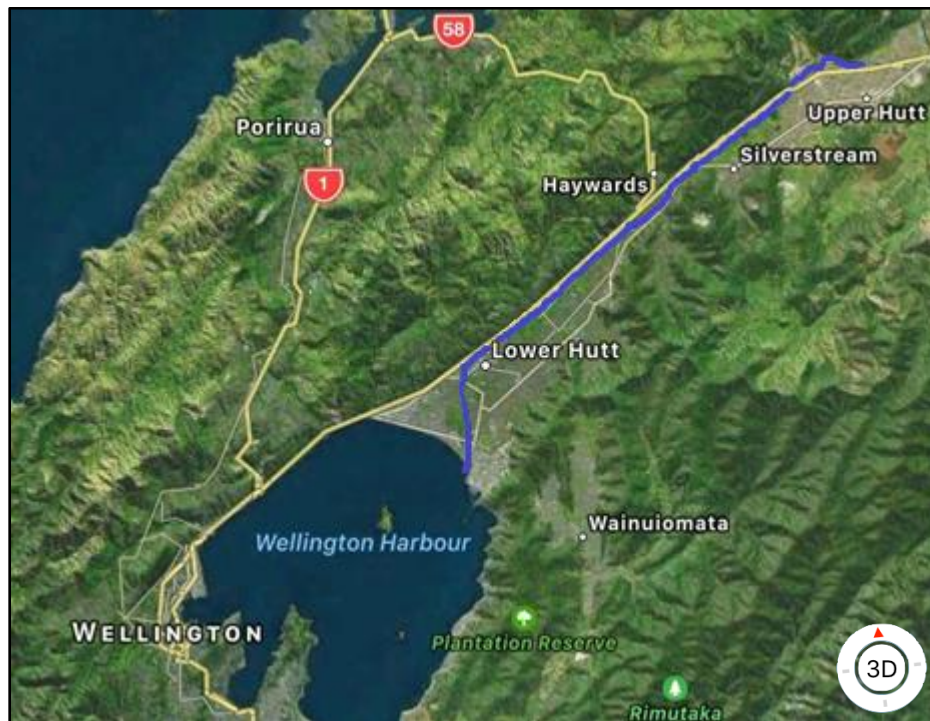


Figure 1: Map of Wellington region and Hutt River (adapted from Apple Maps)

Generally, the Hutt River is wide, shallow and rocky, with some narrow and deep sections. The heavily populated areas in Upper and Lower Hutt are protected from flooding by existing stopbanks and native flora. The river and riverside serve as areas for recreational activities such as walking, biking, kayaking and fishing. The river also serves as a water supply

for the surrounding areas. Over 75,000,000 liters of water per day are removed from the river to supply the regions of Wellington, Lower Hutt, Upper Hutt and Porirua (GWRC, 2014). The area is constantly responding to physical changes from earth movements, climatic change, natural erosion and deposition, and the human use of the valley's natural resources (Stevens, 1990).

The threat of flooding has been an ongoing issue for residents in the Hutt Valley since it was settled. When settlers began to clear the land for farming, the loss of protective forests altered the river system's natural flow and caused the area to become more prone to severe erosion and flooding (GWRC, 2014). Small floods occurred frequently and were seen as a common nuisance. Settlers regularly moved to higher ground to avoid the flooding (Easther, 1991). More significant floods have caused extensive damage, especially because there is little time between rainfall in the surrounding mountains and when the flooding in the valley begins. Historical records indicate the most damaging Hutt River flood occurred after an earthquake in 1855. The river "burst its banks and flowed into the [Black Creek] river," killing at least 9 people and causing extensive damage to the fledgling settlements (Easther, 1991 p. 31).

It was not until a major flood in 1898 covered the entire valley floor that citizens began to take collective action (GWRC, 2014). Once the flood receded, an active River Board was established and stopbanks were constructed to prevent damage from future floods (Hutt City Libraries, 2010). Many of these stopbanks still stand today, but afford inadequate protection against the biggest floods. There is increasing concern about the ability of current stopbanks to provide adequate protection in the future given the predictions regarding climate change.

2.2 History of the RiverLink Project

In order to reduce the flood risk, the GWRC along with the HCC and the NZTA have engaged in an interagency project called RiverLink. RiverLink is designed to create better flood protection, revitalize the Lower Hutt CBD by reorienting the buildings towards the river, and improve transportation within the Lower Hutt area. In the beginning, GWRC was independently handling the flood protection improvements, the HCC was exploring CBD revitalization, and the NZTA was investigating improvements to the Melling Bridge intersection. The agencies involved realized that many of their efforts overlapped and would be more efficient to work together. Thus, the RiverLink Project was born. By working together, the organizations could ensure a more integrated and effective approach while causing the least disturbance to the public.

The project combines both structural and non-structural measures to manage the risk of flooding. The structural measures include techniques such as raising stopbank heights (as seen below in Figure 2) and widening the river canal.

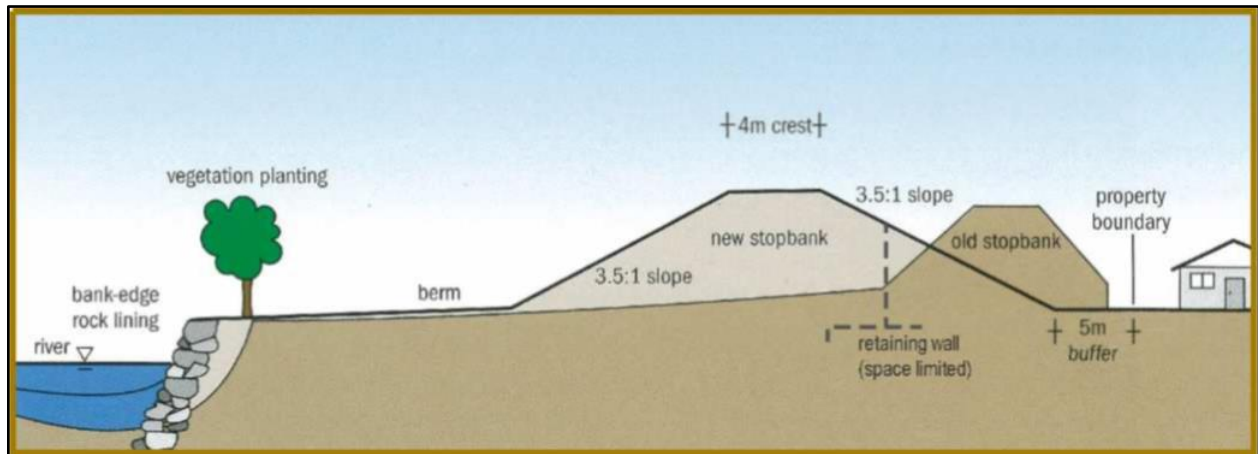


Figure 2: Flood protection components designed for the Hutt River (Paul & Wallace, 2014)

Non-structural measures include improving the connection to the river by making the riverbank more appealing to visit. These measures were combined and presented to the public in a mail-out brochure distinguishing between options A and B. The one-step design, Option A (shown in Figure 3 below), was selected as it lessens costs and allows for the benefits of the flood protection to be completed sooner.

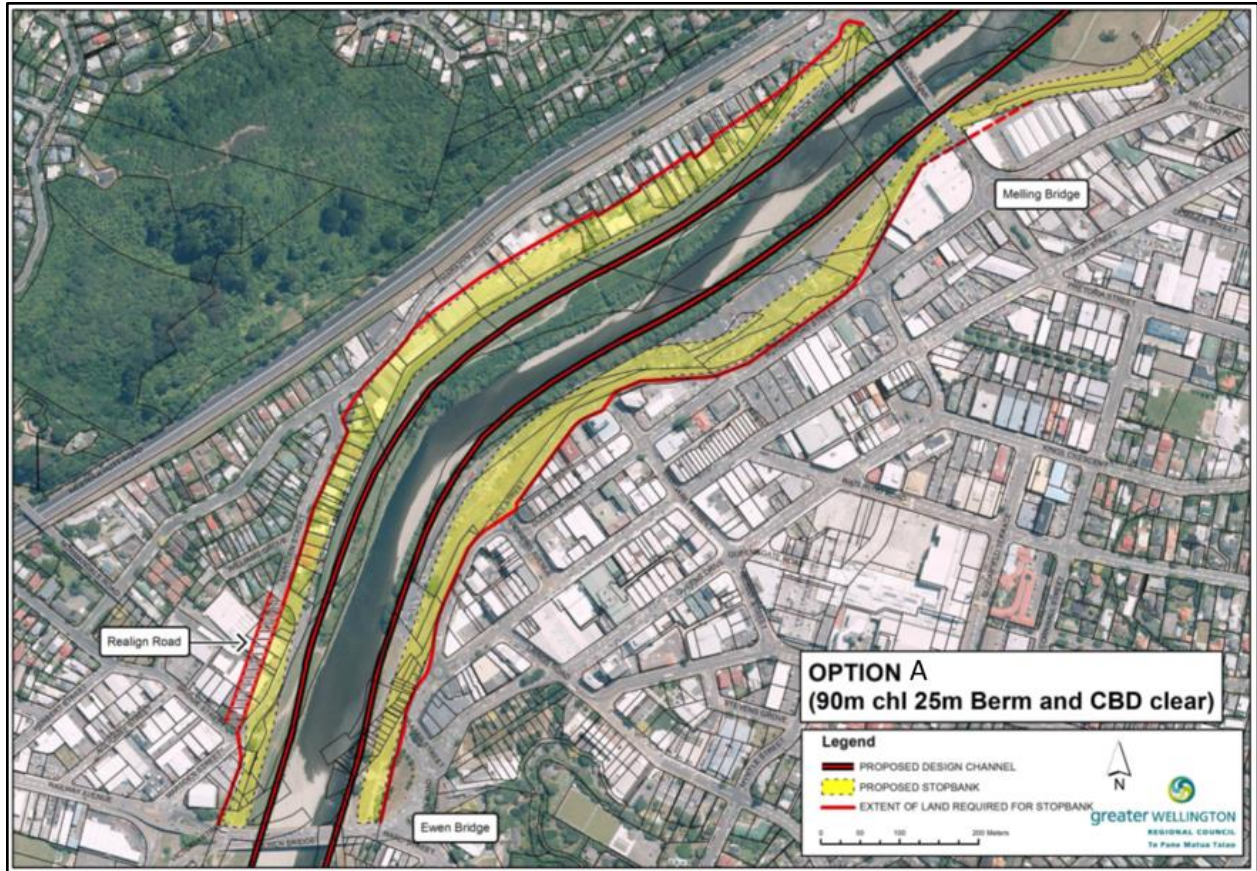


Figure 3: Option A, showing an expanded river channel, enlarged stopbanks, and property purchase (Paul & Wallace, 2014)

Past attempts to lessen the effects of erosion on the riverbank have benefits as well as downsides. An example of this was planting willow trees. The willows helped with erosion, but became so dense in some locations that it is now impossible to see the river. To mitigate the overgrowth, the GWRC is investigating native species that can be planted in place of these willows. This will help restore the natural ecology and provide more attractive vistas along the river.

The flood protection efforts are designed to protect the urban areas from the 1-in-440 year flood event with river flows of up to 2,800 cubic meters per second. This type of flood has approximately a twenty percent chance of occurring in the next 100 years and is estimated to cause damages in the Hutt River Valley exceeding \$1.7 billion NZD (Miskell, 2013). The two figures below illustrate the potential for flooding if the current left or right stopbanks are breached during a severe flooding event. These figures clearly illustrate the destructive power

flooding can cause in the region, and the need for new stopbanks that will have the ability to contain these floodwaters (see figures 4 and 5, below).

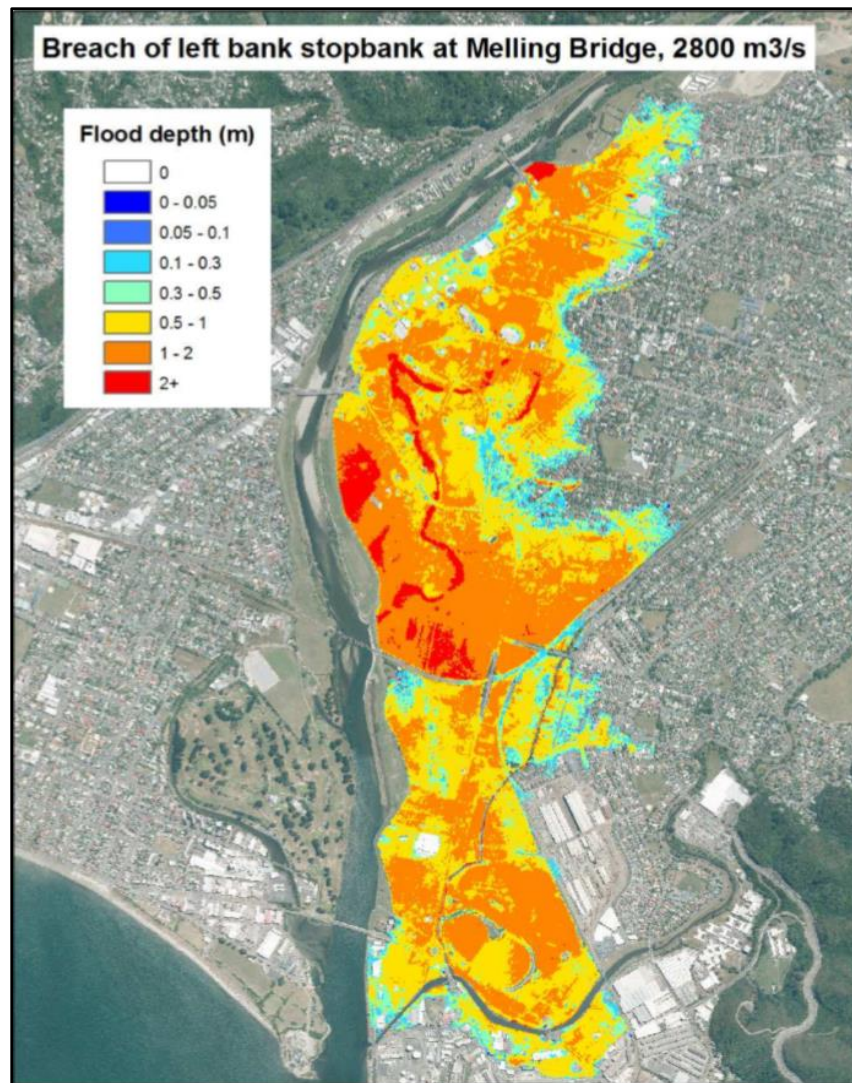


Figure 4: Illustration of the potential floodpath due to a breach in the current left stopbank (Paul & Wallace, 2014)

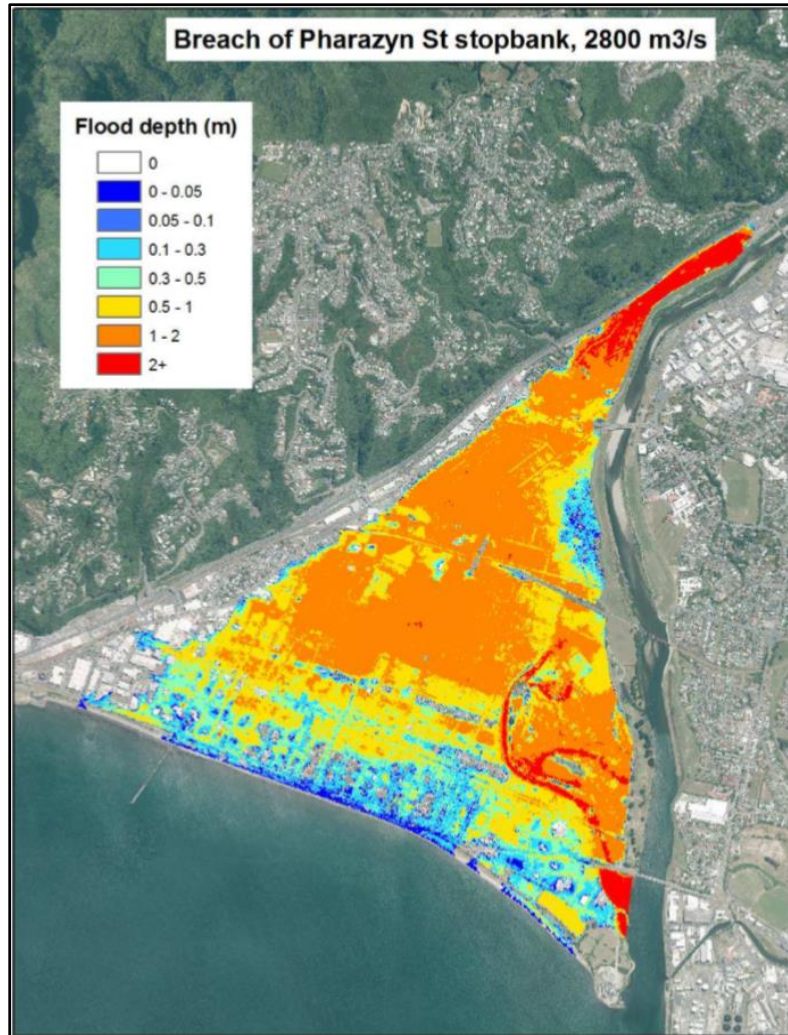


Figure 5: Illustration of the potential floodpath due to a breach in the current right stopbank (Paul & Wallace, 2014)

Through the ‘Making Places Programme’ in the RiverLink Project, the HCC is endeavoring to create a city that is better connected with and oriented towards the river. The HCC envisions a promenade and recreation space along the new stopbanks, inviting businesses to come into the area and provide a place where the community will want to congregate. The HCC would also like to install a new pedestrian bridge to allow better access for pedestrians to cross the river and increase foot traffic between the promenade and the Melling Intersection.

The intersection of Melling Bridge and State Highway 2 is another problem the RiverLink Project hopes to address, and is the main focus of the NZTA. The intersection can be problematic for both local and State Highway 2 traffic. For local traffic, the busy intersection can

cause delays during rush hours. For the vehicles traveling on State Highway 2, the traffic light causes congestion at the intersection and hinders the flow of traffic along the highway.

The proposed RiverLink Project will adversely affect some residents and businesses. One hundred seventeen residential houses and businesses along the Lower Hutt portion of the river will have to be removed for the completion of the project. Negotiations and settlement payouts will occur with the required property and business owners. The removal of structures and the construction work will cost the New Zealand government, and subsequently the New Zealand taxpayers, \$143 million NZD. The relocations and modified roadways could pose new and unseen traffic challenges as well as an increase in the rainwater runoff.

Because the RiverLink Project is a complicated endeavor that entails several agencies and organizations, many difficult challenges may arise before its completion. To minimize and overcome these challenges, the three primary agencies are working closely together in the planning of and communication about the RiverLink Project.

2.3 Agency Descriptions and Stakeholder Communication

To ensure this project remains on schedule and the design criteria are met, the three agencies in Table 1 (below) have taken responsibility for the RiverLink Project (See Appendix A for more information). The project encompasses many different aspects of life in Lower Hutt and while each agency has its own focus, they actively coordinate their efforts to make the project come together smoothly.

Table 1: Agency responsibility for RiverLink Project (GWRC, 2001)

<i>Agency</i>	<i>General Responsibilities</i>	<i>RiverLink Responsibilities</i>
<i>Greater Wellington Regional Council</i>	<ul style="list-style-type: none"> ● Provide environmental and land management ● Flood protection 	<ul style="list-style-type: none"> ● Flood protection aspect ● Ensure community communication and representation ● Public transportation (Melling Station)
<i>Hutt City Council</i>	<ul style="list-style-type: none"> ● Represent the interest of the Lower Hutt residences and businesses 	<ul style="list-style-type: none"> ● Negotiate terms and conditions of settlements ● Facilitate the enlivenment through Making Places Plan ● Local road work
<i>New Zealand Transport Agency</i>	<ul style="list-style-type: none"> ● Responsible for the creation of new civil transportation projects ● Providing maintenance services on current infrastructure 	<ul style="list-style-type: none"> ● Investigating ways to improve traffic flow in Lower Hutt ● Investigating the Melling and State Highway 2 interchange

The GWRC, HCC, and NZTA have been working together to inform and involve the general public. The GWRC has taken the lead role in community engagement for the RiverLink Project while coordinating with the HCC and NZTA. They have been issuing newsletters to the public via email and their website. The newsletters describe the most recent updates to the project and promote active participation in the project and feedback (see Appendix B). The newsletters also promote forms of engagement such as a website dedicated to RiverLink. The website contains a description of the project, each agency’s roles, a timeline of the phases showing where they are in the process, and articles relating to RiverLink. RiverLink is also being advertised through radio stations, print media in the form of press releases and pamphlet mail-outs. Social media is also beginning to be used as a way of promoting events and information surrounding RiverLink.

Community workshops located at the Dowse Art Museum in Lower Hutt were promoted to allow the public to learn about the RiverLink Project and also to give feedback on what they want to see along the river via interactive maps and pictures. They also planned to clear a section

of the forestry along the Hutt River for a temporary “pop-up beach”. The idea was to have a shipping container painted with a mural to attract people passing by. Inside of the container would hold information about RiverLink to inform the public of the current status. Common strategies for an effective public process, which support the use of the above methods of community engagement, will be discussed in the next section.

2.4 What Should a Public Process Include?

In years past, major infrastructural projects have been pushed through with little to no public approval. These forced projects caused tensions to form between the public stakeholders and decision-makers. One example of these forced projects was the motorway in Wellington that was designed and built in the 1960’s. As the city and suburbs of Wellington expanded, the old roads of Wellington were getting strained. As a way to release the pressure on the congested roads, the National Roads Board “proposed the construction of a motorway between Ngauranga and Wellington airport” (Black, Kelly, and Cochran, 2008, p. 32) in the late 1950’s. The first proposal in 1961 was rejected because of public disapproval relating to the path of the motorway going through Basin Reserve, “the country’s most revered cricket ground” (Black, Kelly, and Cochran, 2008, p. 32). While the route through the Basin Reserve was modified, attention was not brought to the fact that the motorway would also cut through Thorndon, a historically important suburb of Wellington. Within the suburb of Thorndon is the Bolton Street Cemetery, now called the Bolton Street Memorial Park. Since the project began construction in 1965, it had the unfortunate side effects of requiring the forced relocation of hundreds of residents, the loss of streets in that area, and the exhuming and relocating of 3,700 bodies with their respective headstones (Black, Kelly, and Cochran, 2008). The destruction of the cemetery caused intense backlash and anger from the citizens. Projects such as this and others caused New Zealand to adopt legislation that requires public participation.

Public participation is not satisfied by a single event that is held, rather a process that lasts the life span of a project. It is defined as “a group of procedures designed to consult, involve, and inform the public” which is meant to allow all affected parties to “have an input into [the] decision” (Rowe and Frewer, 2000, p. 6). In order to make public participation meaningful, public agencies must gather information from a wide range of stakeholders “regardless of race, color, national origin, sexual orientation or income” (Environmental Protection Agency [EPA],

2016b, para. 3). The job of the sponsoring agency is to find balance between all views that are represented and be able to reflect back to the public that all views were considered in the culmination of a decision (EPA, 2016b). An active relationship with the public provides “the foundation for effective participation by the community” (IA, n.d., p. 1) with the decision-makers. Fair and effective public participation has a number of benefits to both decision-makers and stakeholders. The decisions that come out of projects in which public participation is involved are “more effective and more durable” (Chess and Purcell, 1999, p. 2685), meet with less public opposition, and ultimately may take less time to complete overall. With the input gained through public participation, decision-makers understand the interest stakeholders have in the project and in turn become better at communicating decisions to them (EPA, 2016b). In addition, communities that learn more about each other through the public participation process are better equipped to handle difficult underlying community problems (EPA, 2016b). Creating meaningful public participation can be an unpleasant and difficult process for some participants, including agency officials. As Sherry Arnstein said, a public participation process is “a little like eating spinach: no one is against it in principle because it is good for you” (Arnstein, 1969, p. 216), but some don’t enjoy eating spinach. One of the delicate balances that a sponsor agency must achieve is how much public participation they want for a project and how they want to go about getting their information.

To conduct a meaningful public participation process, the sponsor agency must determine what “specific points in the decision process” input is required on and “where [that] input has a real potential to help shape the decision or action” (EPA, 2016, para 4). First, the sponsoring agency must determine that the possible benefits required from a public process outweigh the cost of the resources required. Once the sponsoring agency has determined that it is a viable and worthwhile endeavor, they must begin to identify what kind of public participation the project requires and what kind of feedback they want from the stakeholders. Simply going out to the general public and asking “What do you want?” can lead to more confusion and is less constructive sometimes than if you did not go to the public in the first place. Figure 6, below, illustrates the range of participation that are utilized in different processes. Often a project will require the use of multiple methods outlined below. The size and scale of a project along with what the agency is trying to achieve will often dictate the type and degree of participation that is needed. Simple construction projects will lean more towards a more informative technique, while

a larger and potentially more controversial project will lean more towards a more involved public. Keep in mind that “different processes [can be used] at different stages” of the active relationship (Internal Affairs [IA], n.d, p. 1).

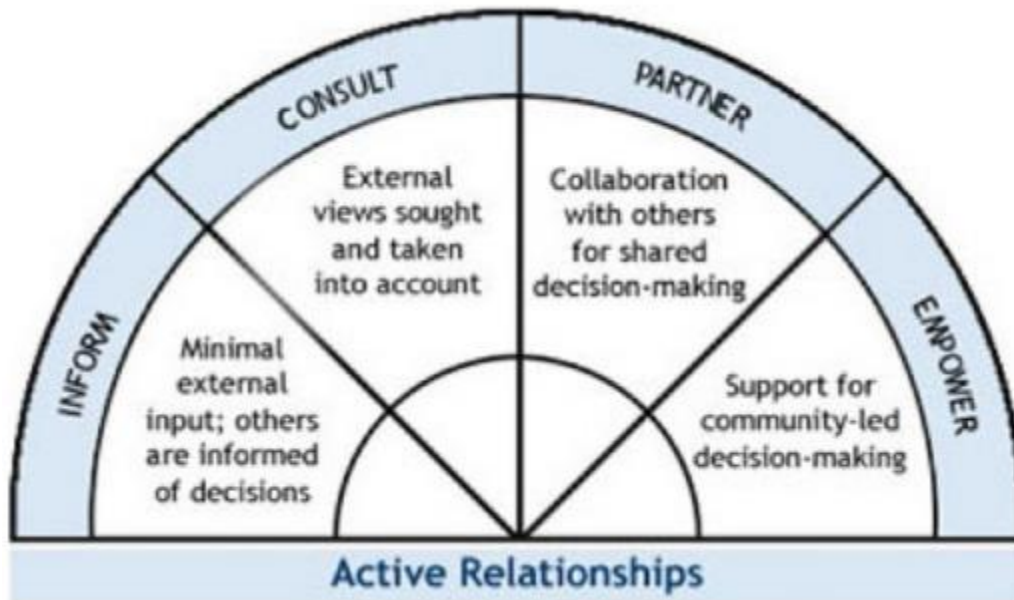


Figure 6: Levels of active relationships in public participation (IA, n.d.)

The Good Practice Participate (GPP) guidelines shown in Figure 6 build from the pioneering work of Sherry Arnstein and others. As noted, the least resource intensive stage is informing. Sherry Arnstein, in her “A Ladder of Citizen Participation” said that even if a dialogue is open, sometimes information can be handed out too close to a decision deadline. The stakeholders have no chance to respond to the information presented therefore stunting dialogue due to its one-way style. On the other hand, informing the public can be beneficial to communities if it is allowed to reach “the right people in a way they can understand and respond to” (IA, n.d., p. 2). In this stage, decisions are still in the hands of the policy-makers as opposed to the individuals with very little opportunity for influence from the public. This can be for a variety of reasons, including that ministers have been elected specifically to follow through a decision, the decision may be a follow-up to a previous resource intensive project, or decision-makers are under a very limited time window for action (IA, n.d.). In its most basic form, the informing stage is meant to communicate the “who, what, when, where, and how of an issue” (IA, n.d., p. 2) to a

designated audience. Even though this is the least resource intensive form of an active relationship, it still requires attention to details surrounding who is being informed and how the agency is choosing to inform the public. The GPP suggests that messages should be placed in locations that allow people to refer and copy them out to the wider community. Some techniques used for informing are news media, pamphlets, posters, fact sheets, and websites.

The next level of public participation is the consultation level. Stakeholders are more involved in this level, although they still do not hold any real power in the final decision. Arnstein said that in order for consultation techniques to be successful, participants must be made fully aware of all of their options. Techniques for consultation include but are not limited to, public meetings, neighbourhood meetings, attitude surveys, and workshops.

Once the sponsor agency has determined the level of public participation they hope to achieve, they must ensure the adequacy of the resources allotted. The GPP outlines one of the resources that an agency must be willing to provide is time for a relationship to be fostered. The Environmental Protection Agency (EPA) put together a list of criteria for what makes an effective public process. Table 2 (below) outlines these criteria.

Table 2: EPA criteria, adapted from EPA website (EPA, 2016b)

Criteria	Description
Clear goal and purpose	<ul style="list-style-type: none"> ● Make sure all stakeholders and decision-makers understand the goal of the project ● Level of influence is understood by the public
Commitment to process	<ul style="list-style-type: none"> ● sufficient resources for the duration of the process ● Staff who understand and can effectively communicate with the stakeholders ● Staff who understand how a public process works ● Staff who believe that the information from the stakeholders is important
Representation	<ul style="list-style-type: none"> ● All groups that are directly or indirectly affected by decisions are included ● Influence by the stakeholders is possible
Honesty	<ul style="list-style-type: none"> ● Do not lie to the stakeholders ● To the most of their ability, sponsors should strive to be transparent in all of their dealings

In the course of our research, we found these themes to be supported by criteria found in *A Framework for Evaluation*, by authors Gene Rower and Lynn Frewer. The two overarching criteria they believe are good measures of public process are acceptance criteria and process criteria. Within these two overarching methods, the authors further broke down these criteria into definable criterion. The authors defined *acceptance criteria* as these five points: representativeness, independence, early involvement, influence, and transparency. *Process criteria* were defined as: resource accessibility, task definition, structured decision-making, and cost effectiveness. The striking similarities between the EPA’s criteria for a good public process and Rower and Frewer’s observation-obtained criteria illustrates a strong argument for their validity. The themes are also echoed in the Internal Affairs report, titled GPP. They agree with the EPA regarding the importance of all parties being transparent.

Karen Chess and Kristen Purcell in their literature review *Public Participation and the*

Environment: Do We Know What Works? found that the success of a process is not necessarily determined by a specific form of participation, but is rather highly dependent on the agency. This supports the EPA guidelines directly in the commitment to process criteria. Chess and Purcell argued that if an agency did not seem to be committed to a process, the people of the community could tell and would therefore not be as responsive to the engagement methods, no matter the method. In some cases, public meetings are viewed negatively because they are seen as being “quick, cheap, and simply administered” as a means to an end to satisfy a requirement of public participation, which gives the “appearance of community involvement” in a process (Rowe and Frewer, 2000, p.18). Representation of the community can be limited on account of the fact that the meetings are often held during the week when the majority of people are at work and are held at locations which dissuade them from attending such as government buildings (Rowe and Frewer, 2000). The community does not feel involved in the design process on account of the fact that the meetings tend to be a way to push information towards the public and be near the end of a design process when the conversation is restricted to only a few relatively low-risk questions (Rowe and Frewer, 2000). When these meetings are set at the point when an agency is about to finalize a design, the participants are put in a situation where they are forced to react to the proposal instead of having any say in the design (Chess and Purcell, 1999). The mediator can have a profound influence on the meeting through their own initial bias. When a mediator begins the meeting already believing it to be useless, the public will also view it as such (Chess and Purcell, 1999). However, if the agency is committed to the public process, the agency can also have an overwhelmingly positive response by the stakeholders.

The case study *Public Participation in Environmental Management: The Christchurch Rebuild*, by Anneke Theelen illustrates the delicate situation Council’s face when they decide to pursue public consultation. In 2010 and 2011, a series of significant earthquakes decimated Christchurch, New Zealand leaving in their wake major portions of the historic city leveled. From the destruction rose an unprecedented opportunity - the ability to completely rethink the planning, design, look, and atmosphere of the city. As the ground began to settle, the Christchurch City Council (CCC) was already beginning to think of the future. They began on their Recovery Plan, which they believed in the value of public opinion in its success. The council understood that community input was the only way they could create a plan that could “reflect the ideas and values of [the] local communities [to the extent] that it would meet the

needs of both the present and future local residents” (Theelan, 2012, p. 40). However, the CCC faced a number of seemingly insurmountable obstacles to achieve their goals. They had to overcome the cynicism of the public in the Council’s intentions, the CCC also had to entice the public to partake in the development of this plan as many were still struggling to adjust to the new reality of living in a damaged city (Theelan, 2012). Finally, the Council had to deliver their plan in a very small window of time.

From these difficulties, the CCC decided to use a two-stage process from which they would develop the Central City Plan (CCP). The CCP was designed using four overarching themes of: “move, market, space, and life” (Theelan, 2012, p. 41). They also set up five non-negotiable items which included “elements of the existing city the Council [was] unable or unwilling to change” (Theelan, 2012, p. 41). The first stage of the process was the ideas gathering phase. The CCC branded the phase ‘Share an Idea’ and designed it to establish “a constant dialogue between the public and themselves” (Theelan, 2012, p. 41). In order to build this dialogue, the Council used a variety of participation methods. The Council set up a website so that the community could contribute their ideas and pose questions directly. The Council held a two-day long community expo that aimed “to make participating something fun and interactive” (Theelan, 2012, p. 43) for all those who went. This was followed by public hearings, giving the opportunity for the general public to “discuss matters directly with the planners and councilors” (Theelan, 2012, p. 43) which helped alleviate confusion caused by communication. In order to obtain the best demographic spread of the general populace, the CCC used a variety of social media outlets to target the younger generation who tend to not be as closely involved in decisions. In addition to reaching out to the general public, the council reached out to important stakeholders. To involve the over 130 stakeholder groups, over 100 meetings were held. These meetings included: meetings with separate organizations, weekly discussions with representatives from different sectors, and discussions with a mixed variety of stakeholder groups (Theelan, 2012). To organize all of the different ideas the council received, they used a software program designed for categorizing qualitative information. From this program, 130 topics nestled under the four overarching themes emerged (Theelan, 2012). This program was also designed to find potential positive and negative connections between different topics. The councilors used all of this information in order to create the first CCP draft.

From this first stage, the draft CCP moved on to the second formal consultation phase.

This second phase was called ‘Tell Us What You Think’ (Theelan, 2012, p. 45). The draft was released to the general public for them to inspect and comment on in preparation for the follow-up 10 days of public hearings. At these public hearings, the positives and shortcomings of the draft were discussed in depth. At the conclusion of these hearings, common themes were identified as in stage one and the appropriate adjustments to the draft were made (Theelan, 2012). Once adjustments had been made, the updated CCP was delivered to the minister for approval. The minister decided to amend the CCP, creating a new document that preserved the vision of the CCP, but made it into something that was more workable.

In creating this new document, Theelan concludes that the public participation efforts achieved by the CCC were undermined. It is asserted by the author that “public participation processes are undermined where ministerial veto powers such as [the minister’s ability to vastly change the public-agreed proposal] exist within legislation” (Theelan, 2012, p. 50). This case study serves to show why people’s cynicism of public participation can be justified. In building rapport in communities, as mentioned earlier by the EPA, all parties must be equally assured of the benefits of public participation. However, also from this case study our group can obtain useful information regarding the methods the CCC used for their public participation. Using a variety of methods to gain ideas from the Christchurch community, the council attempted to eliminate the inherent bias more resource intensive methods can bring about because of their tendency to attract “only the most interested parties who have the biggest stake in the decision” (Theelan, 2012, p. 42). They also used a wide range of different outlets to bring in diverse opinions from a wide spectrum of the demographic. Through their use of social media and their attempts to make participating something interesting, the CCC managed to attract teenagers and children; a demographic generally lacking in many other public participation processes.

A case from a community in Chicago further illustrates the complicated nature of promoting these criteria. The University of Illinois at Chicago (UIC) wanted to involve the community in the planning process for Chicago’s Pilsen neighborhood. Issues between the UIC and the community previously led to a “universal distrust of the University” and in order to overcome this negative view, UIC tried to rebuild rapport in the community (Al-Kodmany, 1999, p. 38). Initially, the first meeting attempt the University launched was with a set of slides which led to a stunted discussion of the community and the design. This was due to the limited ability to go back to a slide and an inability to see an image of the present conditions of the site. The

University wanted to create an environment that was conducive to a better discussion between the facilitator and the residents and they decided to do this through visualization. They used three main techniques: the Geographic Information System (GIS), an artist, and computer photo-manipulation. The GIS was designed as a database of “maps and tabular data mainly [consisting of] the Pilsen neighborhood” which would allow users to view the information in tandem with the new concept drawings and images (Al-Kodmany, 1999, p. 39). The artist drew designs for the future community based on live input from residents. Their drawings were accompanied by notes taken by the artist that allowed experts insight into group feelings towards decisions. The computer photo-manipulation was used as the last part of the process to give residents the ability to see their designs in ‘real-time’ as they would be implemented in the future. The University found that even though the methods used were costly in both time and money, they ultimately benefitted communication between the residents and planners (Al-Kodmany, 1999).

In conclusion, if a public participation process is done correctly, the benefits of improved relations between stakeholders and decision-makers can lead to better and more accepted decisions. In future projects, if trust is formed between decision-makers and stakeholders, the stakeholders will be more likely to share their opinions rather than holding up the project by saying no. Thus, this leads to quicker decisions, and better satisfaction of all parties involved. However, if a public participation process is done incorrectly, a community can be faced with a lasting scar on relations that can make the process more difficult in the future.

Chapter 3: Methodology

The goal of our project was to evaluate the effectiveness of the public engagement that has been used by the RiverLink team. The Greater Wellington Regional Council and collaborating agencies will use the information we gathered to optimize their public engagement. This chapter outlines four objectives that we used to meet our goal:

1. Clarify our understanding of the vision and mission of the RiverLink Project;
2. Investigate the methods and activities used to engage the public to date;
3. Assess public attitudes and perceptions of the RiverLink Project process; and,
4. Recommend new and enhanced approaches to public engagement for future phases of the project

The strategies we used to complete each objective are outlined in depth below.

3.1 Understand the Vision and Mission of the RiverLink Project

Our team clarified our understanding of the vision and mission of the RiverLink Project by conducting a site assessment, interviewing representatives of the lead agencies responsible and gathering archival materials that were not available to us in the U.S.

In order to better understand the parameters of the RiverLink Project, we conducted site assessments in the areas affected. We oriented ourselves to the specific zones which are being affected by the RiverLink Project. We documented, through photographs, important details such as where construction is taking place, which properties will be removed and locations of new additions to the site. The areas covered in our site assessment included the highlighted areas in red of the Lower Hutt region and riverfront as seen below in Figure 7.

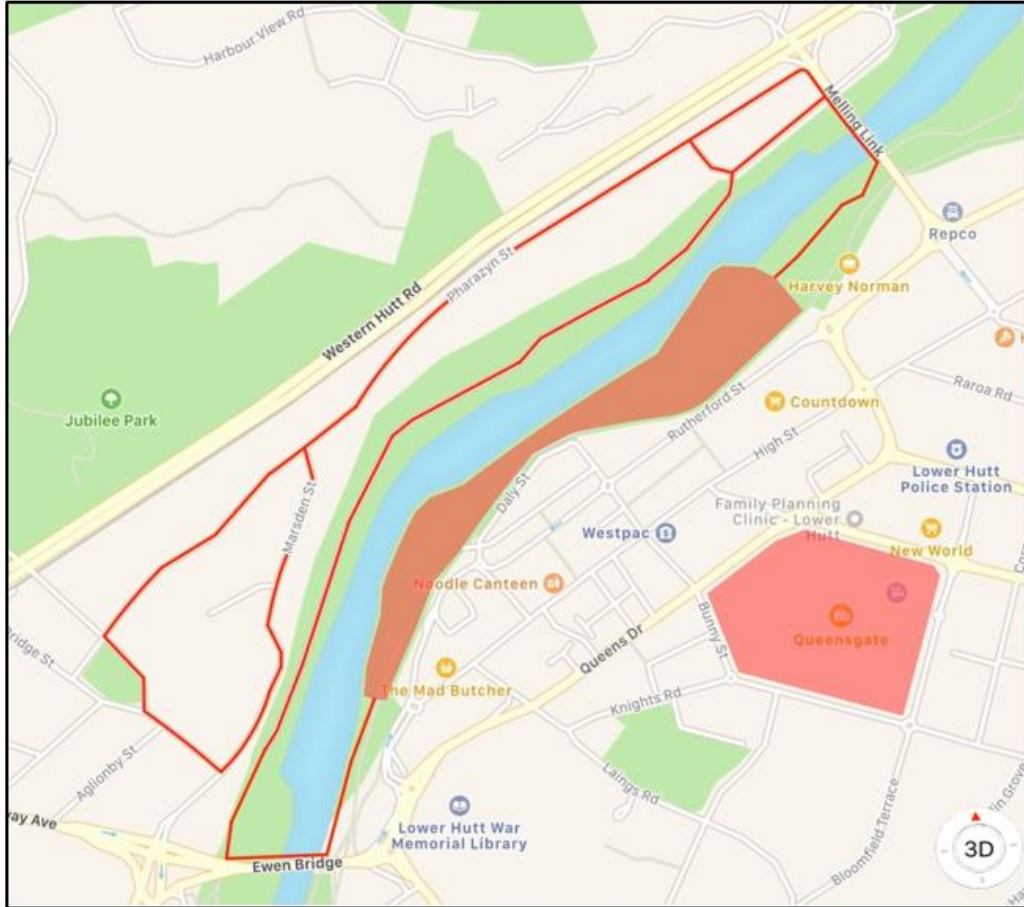


Figure 7: Map of site assessment locations in Lower Hutt (adapted from Apple Maps)

We conducted interviews with four experts each from the HCC, and the NZTA along with nine representatives from the GWRC. Information about the interviewees is presented in Table 3, below. The interviews started out by discussing “Vision and Mission” questions (as outlined in Appendix C). These questions were developed after gaining key background information and consulting with communication staff at GWRC. This part of the semi-structured, face-to-face interviews lasted the first 10 minutes of the interview and were documented (with permission) using audio recordings supplemented by written notes. This part of the interview was designed to clarify what each agency aimed to accomplish individually, as well as through their collective activities as a cohesive group through the RiverLink Project. In addition, the questions explored how much the agency officials really understood about RiverLink in general.

Table 3: Agency members who were interviewed about the RiverLink Project

<i>Interviewee</i>	<i>Agency</i>	<i>Title</i>	<i>Date & Time</i>
<i>Alistair Allan</i>	GWRC	Project Manager	Jan. 25, 2017
<i>Stephen Heath</i>	GWRC	Lead Communicator	Jan. 25, 2017
<i>Wayne O'Donnell</i>	GWRC	General Manager: Catchment Management	Jan. 25, 2017
<i>Graeme Campbell</i>	GWRC	Flood Protection Manager	Jan. 27, 2017
<i>Zoe Ogilvie</i>	GWRC	Community Engagement Advisor	Jan. 27, 2017
<i>John Gloag</i>	HCC	Divisional Manager Road & Traffic Division	Jan. 27, 2017
<i>Jim Flack</i>	GWRC	Communication Advisor	Jan. 27, 2017
<i>Roger Burra</i>	NZTA	Project Manager	Jan. 30, 2017
<i>Daya Atapattu</i>	GWRC	Project Manager	Jan. 30, 2017
<i>Rebecca Polvere</i>	GWRC	Member of Flood Management Team	Jan. 31, 2017
<i>Jo Wilkins</i>	NZTA	NZTA Consultant	Jan. 31, 2017
<i>Gary Craig</i>	HCC	HCC Council	Feb. 1, 2017
<i>Steve Kamo</i>	GWRC	Project Engineer	Feb. 1, 2017
<i>Paki Maaka</i>	HCC	Lead Officer of HCC	Feb. 1, 2017
<i>Antonia Wallace</i>	HCC	Senior Communication & Marketing Advisor	Feb. 2, 2017
<i>Andree Kai Fong</i>	NZTA	Communication and Stakeholder Engagement	Feb. 8, 2017

To audit the activities of the councils, we accessed archival data including design plans,

flyers, pamphlets, newsletters, and meeting agendas. These materials gave us an opportunity to see how information was distributed to the public, if the agencies presented the same view on the goals of the project, or if discrepancies occurred. The combination of the site assessment, interviews, and archival data gave a cohesive understanding of the RiverLink Project mission along with the region we worked with, which prepared us to investigate the methods for public engagement.

3.2 Investigate the Methods and Activities Used to Engage the Public to Date

A large portion of our project involved assessing the public's perception of the RiverLink Project process and methods of public engagement used. In order to accomplish this objective, we investigated the means and the effectiveness of the public engagement strategies implemented by the involved agencies to date.

Our team used assessment techniques based on those outlined in our literature review for measuring a good public process to determine the effectiveness of the administration's attempts for community engagement. The RiverLink team hosted two community workshops in which they used pictures from different river systems around the world to get community input. The community preference for a specific type of river area improvement was measured by the amount of stickers on a particular image. This was a similar strategy used in the Chicago meetings with the public to get the input on what different structures the public actually wanted for the riverside. Our team adapted the strategies from Rower and Frewer's acceptance and process criteria including resource accessibility, representativeness, independence, cost-effectiveness and transparency to create an evaluation checklist, which will be discussed in 5.1.1.

In order to gather more information about the methods and activities used for engagement purposes, we continued our interviews with the same representatives from the three agencies. The questions developed into the second part of the interview called "Methods and Activities" (outlined in Appendix C). This part of the interview helped to gather information regarding the agency's public engagement strategies and their outcomes to date lasting the second half of the interview. The interviews were documented (with permission) using audio recordings, and supplemented by written notes. Once the interviews were complete, we reviewed the archival data (objective 1) including additional sources such as advertising, past surveys, past brochures,

along with any notes or relative data from the GWRC. The interviews and archival data was analyzed to determine the effectiveness of the public engagement campaign.

3.3 Understand Public Attitudes and Perceptions of the RiverLink Project Process

In order to understand the attitudes and perceptions from the public about the project process, we focused on using two primary methods: surveying the public and attending planned public events hosted for the RiverLink Project.

We designed a survey following the basic layout of the Hutt River Corridor User Survey, previously distributed by the GWRC. Our survey included a mix of open and closed-ended questions and was designed in Qualtrics (see Appendix D). We were able to conduct surveys both online and through face-to-face methods using laptops and smartphones. After our team created the survey, we collaborated with the GWRC staff to develop the survey and gain approval by the participating agencies. The survey was distributed to several agency members who live in Lower Hutt but are not directly involved in the RiverLink Project in order to pretest the questions. We were able to collect their feedback regarding which questions are best suited for the survey.

The GWRC provided us with business cards to distribute to survey respondents, which included information for respondents to access the RiverLink website. Our group wanted to include more information for participants to easily learn more about the project, so in addition to the business cards, we designed a brochure (see Appendix F). The brochure included details about the project, the agencies involved, and their contact information. Our sponsors helped us develop the information on the brochure and gave us permission to distribute to participants interested in learning more information after our surveys.

The survey was conducted using convenience sampling in high-traffic areas, key locations and different events in Lower Hutt. We decided to survey in a few transportation centers, including the Melling Train Station. We attended the riverside Saturday Market in Lower Hutt, and spent three days on the GWRC's pop-up beach in order to include people visiting the river. At these events, we promoted our survey using laptops and mobile phones. Our team surveyed passersby using the bike and foot paths and individuals who were travelling through the car park. The GWRC was able to arrange a coffee cart to be on site of the pop-up

beach, and this attracted more participants.

For each survey, we recorded age, gender and the reason for refusals of that information by the participants. The survey began with general questions and then based on the answer will reveal skip options for more specific points to answer. This allowed us to gather both broad conclusions as well as determine the specific reasoning for each of those conclusions.

3.4 Develop Recommendations

After collecting relevant information through surveys and interviews, we analyzed all of our survey results and data. We catalogued patterns and discrepancies in the general community's knowledge of RiverLink. Using these results, we were able to determine how the general public was obtaining the majority of their information regarding RiverLink. This provided a comprehensive insight into the extent that engagement programs were successful. From these conclusions our team created recommendations for future public engagements hosted by the GWRC. The recommendations contained advice pertaining to which methods seemed to be most effective in pushing information out to the community and how they could modify their existing engagement strategy to better keep the public's support. These will be helpful to implement in the future stages of the RiverLink Project.

Chapter 4. Results and Discussion

In this chapter, we present and discuss the results derived from our survey data collection. The information within this chapter is organized according to our objectives. We begin with our assessment of the Hutt River region.

4.1. Results

In order to better familiarize ourselves with the area, we conducted a site assessment of the RiverLink Project. This guided tour allowed us to gain a better aspect of the scale of the project. We began at the start of the Hutt River located in Kaitoke Regional Park (point 1 on Figure 8). We then continued on to Upper Hutt (point 2 on Figure 8), followed by Lower Hutt (point 3 on Figure 8). Within Lower Hutt, we explored the Melling Intersection (point 4 on Figure 8), and the districts on Marsden and Pharasyn Streets (point 5 Figure 8) where properties will need to be removed in preparation for construction. We also visited recreational areas along the Hutt River Trail (points 6 on Figure 8). We continued our site assessment by driving along the river and identifying the tributaries that feed into the Hutt River.

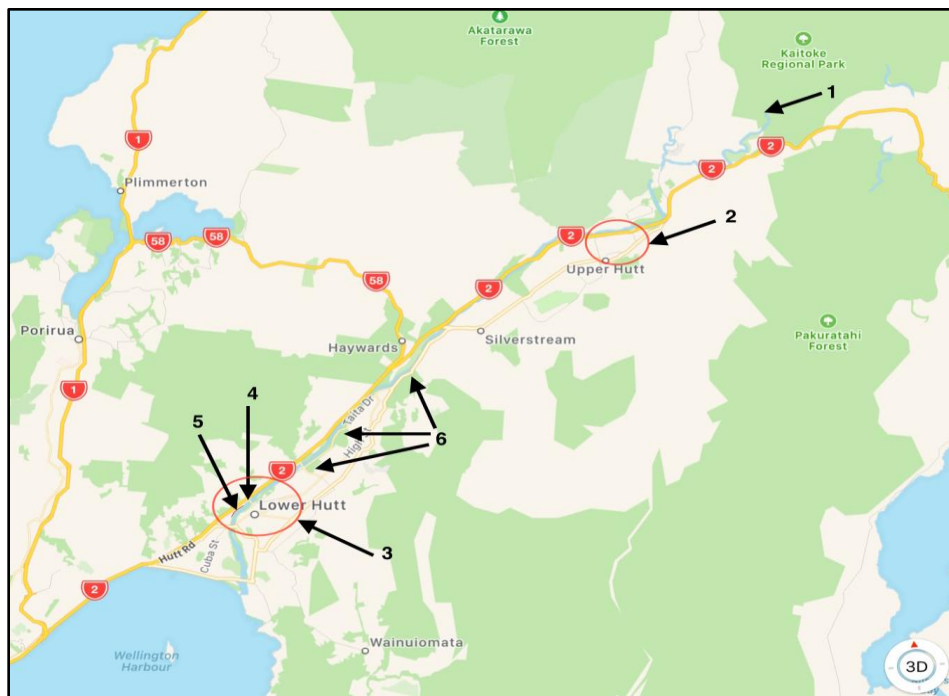


Figure 8: Map of site assessment locations (adapted from Apple Maps)

Our site assessment also included observing of infrastructure projects that are scheduled to be affected by RiverLink. For example, driving through the Melling Intersection revealed first hand the complicated traffic pattern and the reasoning behind the changes and upgrades being investigated by the NZTA. The Melling Train Station (far left of Figure 9) is shown in relation to the intersection in Figure 9 below. The photo taken from the Melling Bridge shows the close relative proximity of the intersection, station and bridge.



Figure 9: Melling intersection and Melling train station

The central business district (CBD) of Lower Hutt is the main business and residential area of the region. We drove through the CBD, visited the Queensgate shopping centre, and walked through neighbourhoods and along the Hutt River Trail to observe the patterns of life in the region. Based on our first impressions, the city appears lacking in energy and commercial vitality, something that had been remarked to us earlier on. Many shops appeared empty or abandoned throughout the area. The Queensgate shopping centre appeared to be the main source of commerce based on the high volume of pedestrian traffic. Not many members of the community ventured out past the shopping centre's boundaries to the local small businesses nearby.

One focal point of our site assessment was the river corridor marked by the red boundaries in Figure 8 above. We walked along the Hutt River Trail and visited the Riverside Car Park to observe the connection of the river to the central business district. From our initial observations, the Hutt River seemed disconnected and obscured from the view of the businesses and residents due to the thick vegetation lining the banks of the river. This problem is exacerbated by the orientation of the buildings away from the bank. One area along the riverbank

has so far been cleared of willow trees which was to become the site of the pop-up beach event (see Figure 10 below).



Figure 10: Cleared pop-up beach area (left) compared to river bank with willow trees (right)

Clearing the area for the pop-up beach allowed the CBD side to view the river and the opposite embankment clearly, which was not previously possible. We walked the length of the river from the Melling Bridge to the Ewen Bridge on both sides. We could see that the Melling Bridge is set much lower to the river and unlike the Ewen Bridge, was not designed with an arch. The design of the bridge can only withstand a 1-in 65-year flood. In order to comply with the new standard, this bridge must be redesigned.

The site assessment gave us a sense for how the general population can be unaware of the destructive power of flooding. During calm days, it seems impossible that the river could swell to become a force of destruction. However, the council wanted to remind people of the dangers posed and so they installed a pole to show the heights of the major floods in the past (Figure 11, below). This pole gave our group a startling reminder of the river's destructive potential. The red marker on the pole shows the future height of the stopbanks once construction is complete.



Figure 11: Flood markings pole with major floods and new stopbank height (top of red section)

The widening of the river channel combined with the taller stopbanks are intended to provide ample protection for the community against flooding in the future. Having the opportunity to study and assess the area helped us to visualize what the site will look like once construction is complete.

4.1.1 Vision and Mission

To learn about the vision and mission of the collaboration behind RiverLink, we interviewed representatives from the three primary collaborating organizations: the Greater Wellington Regional Council (GWRC), the Hutt City Council (HCC) and the New Zealand Transport Agency (NZTA). The first few questions of these interviews specifically focused on how each agency’s representative individually viewed the project goals and benefits.

We found that the 16 representatives from all three organizations expressed similar opinions regarding the vision and mission of the project. The majority of our interviewees

indicated that the primary benefit of the RiverLink Project would be flood protection for the CBD. Flooding poses a significant risk to the city, with potential damages estimated at more than \$1 billion NZD (GWRC, 2016). As noted by one agency representative,

“Lower Hutt will benefit mainly from improved flood protections by going from protection against a 1-in-100 year flood to a 1-in-440 year flood. We anticipate larger floods to occur because of climate change. So, by raising stopbanks and making the additional improvements to the corridor, we will be [better] able to protect the community” (Stephen Heath, communication team leader, GWRC, personal communication, 25/1/2017).

The interviewees believed that the redesign of the area, including widening the river channel and increasing the heights of stopbanks, will substantially increase safety for residents in the Lower Hutt community. The participants in these interviews also discussed their views about the city revitalization plan known as the “Making Places Programme” and the improvements to the transportation systems. Most interviewees believe the same as Paki Maaki, who is the urban designer for the HCC, that “RiverLink is probably our best bet to change the CBD into a much more prosperous place” (P. Maaki, personal communication, 1/2/2017). All four interviewees from the HCC believe the city center will be a place that the public want to visit and with an increase in population, the city will be portrayed as a prosperous place long term. When asked, “How do you feel the Hutt River community will benefit from RiverLink?”, Zoe Ogilvie of the GWRC stated “the imagery that Boffa Miskel [planning and environmental consultants working on the RiverLink Project] has provided, to me, signals that it will create a lot more recreational spaces and the ability for the river to become more of a part of the community” (personal communication, 27/1/2017). When speaking with the three representatives of the NZTA, they emphasized in particular the importance of creating a safe and more efficient transportation system. These representatives were not employed directly by the NZTA, rather they were contracted to work on this project specifically. All representatives from the NZTA were in strong agreement regarding the entire project as well as their agency’s goals. The NZTA’s focus in the RiverLink Project is to allow for easy travel in and out of the area, strongly encouraging the general public to visit Lower Hutt.

4.1.2 Methods and Activities Used to Engage the Public to Date

Community support and engagement play a large role in the future success of the RiverLink Project. Involving the members of the community must be handled carefully to allow opportunities for the expression of diverse opinions while also ensuring that the ideas remain realistic and useful. We asked agency representatives to specify specific community engagement goals outlined by each agency for the project. In response, we found that understanding and acceptance from the community for the project seems to be the common goal among all members. As one responded stated, “The community should fully understand the unique benefits provided by the RiverLink Project and they should have input to the design of those benefits,” (John Gloag, HCC representative, HCC, personal communication, 27/1/2017).

When discussing the details of the project such as the cost, the timeline, and the properties affected, council members agree that details should be communicated with the public clearly to ensure there are no surprises or confusion about the end results. Paki Maaka said: “The key drivers would be to get a mandate from the community to go ahead with the project since there are major decisions to be aware of such as significant funding from the community” (personal communication, 1/2/2017). The improvements that will be made to the Lower Hutt area are something that the three organizations especially want to ensure the public are aware of and accept.

A wide range of community engagement strategies were cited by the GWRC, the HCC and the NZTA in order to make information available and solicit feedback from the community. We learned that the engagement process started by identifying the stages of the project. The agencies simplified the proposals into two options which covered the main priorities which is part of the first stage and have moved on to the next stage. This next stage, which is where the project currently sits, involves more complex engagement strategies. The different channels of communication that have been used for those complex engagements are shown below in Table 4.

Table 4: Communication channels from the RiverLink Communication and Engagement Strategy Stage Two – November 2016

<i>Channels of Communication</i>	<i>Description</i>
<i>Mainstream print media</i>	<ul style="list-style-type: none"> ● Focusing on the Hutt News and the Dominion Post
<i>Radio</i>	<ul style="list-style-type: none"> ● Advertising purposes and news ● Focusing on local news from the ZB network
<i>Mail-outs</i>	<ul style="list-style-type: none"> ● At strategic points to ensure full cover for key announcements
<i>Personal correspondence</i>	<ul style="list-style-type: none"> ● Particularly in relation to property matters with owners
<i>Online</i>	<ul style="list-style-type: none"> ● Via www.riverlink.co.nz which will be primary carrier of joint project information ● Links to agency websites for detailed background on different elements of project ● Website will be kept up to date and will be used as a storytelling platform
<i>Social Media</i>	<ul style="list-style-type: none"> ● Facebook and Neighbourly ● To take tactical opportunities to maintain public awareness of events
<i>RiverLink newsletter</i>	<ul style="list-style-type: none"> ● Regular bi-monthly promotion for the project ● Delivered online and via GWRC email databases
<i>Briefing materials</i>	<ul style="list-style-type: none"> ● Various presentations and scripts designed for briefings and presentations
<i>Public meetings</i>	<ul style="list-style-type: none"> ● With stakeholder groups of the broader community
<i>Feedback sessions</i>	<ul style="list-style-type: none"> ● Community design workshops ● Generate public feedback

The agencies felt that public workshops were an effective way to incorporate the ideas of the community into the designs of the different parts of the project. As the project has evolved over time the organizations have continued to use a variety of strategies. For example, they set up a mailing list for Lower Hutt residents to receive newsletters. To keep the community updated, the members handed out brochures about the project at the mall display and pop-up shop in 2015, and set up a website that went live on December 5th, 2016 (see Appendix E).

Public meetings were also run to allow members of the community to express their views (see Table 5 below).

Table 5: Timeline of important engagement events for RiverLink

<i>Event</i>	<i>Description</i>	<i>Time</i>
<i>Mall display</i>	<ul style="list-style-type: none"> ● Two representatives on hand ● Video running ● High traffic area 	Aug. 10-16, 2015
<i>Pop-up shop</i>	<ul style="list-style-type: none"> ● 24/7 video ● 3 open days with representatives ● 10-12 smaller meetings with interest groups 	Mid-Aug. to end of Sept. 2015
<i>Community Design workshops</i>	<ul style="list-style-type: none"> ● Choices on designs for River ● Stars on different images to get community input 	Sept. 29, 2016 Oct. 1, 2016
<i>Pop-up Beach</i>	<ul style="list-style-type: none"> ● Container on site for week-long intervals ● Coffee cart ● Seating ● Various speakers ● Open up river for community appreciation 	Feb.- March 2017
<i>Groundwater art festival</i>	<ul style="list-style-type: none"> ● Bring awareness of River to citizens through art 	Feb. 25- March 4 2017

A novel idea to encourage public engagement featured the creation of a temporary or ‘pop-up’ beach on the eastern side of the river (Figure 12 below) near the central business district in the Riverside Car Park.



Figure 12: Pop-up beach and coffee cart

The GWRC cleared the river bank of willow trees to open up the view of the river and installed a shipping container as an information kiosk. The inside of the container held posters of information describing the project and a mural of a kokopo, a native fish species, was painted on the outside to attract the attention of passersby and people working in the area. Outside the kiosk, the council installed chairs, astroturf, and river boulders to provide a pleasant area to sit. The beach was scheduled to be open from February 3rd to 13th, but due to weather and flooding conditions, the opening was delayed. Unfortunately, these delays hampered the effectiveness of the installation. The container was supposed to be painted and decorated by the start, but painting did not begin until February 9th. Posters and seating were not fully set up until the day after opening. On Thursday, February 9th, a RiverLink representative was scheduled to be at the pop-up beach from 3:00 PM to 5:00 PM to answer questions. Many community members showed up, but due to unexpected complications, the expert was not on site until 4:30. Friday the 10th was more successful, with a coffee cart and representatives on site to discuss the project. Saturday the 11th was the most successful day due to the high foot traffic from the Saturday market at the other end of the car park. Most people traveling to the market used the footpath. While traveling by the pop-up beach, many stopped and came to interact, mostly out of curiosity. Those who had the time to stop were much more likely to take the survey. Out of the 156 responses, only 8 percent refused our requests. There was a scheduled music event on Sunday, February 12th that ended up being cancelled due to inclement weather. The container was left for another day for the public to wander around.

The RiverLink team tailored the other types of community engagement to the different stakeholder groups. As the leader of the GWRC communication team noted, “We organized the stakeholders into different groups which had different interests and then chose which ways

would best reach each group and get the most out of the interaction” (Stephen Heath, communication team leader, GWRC, personal communication, 25/1/2017). The stakeholders were split up into three main groups: property owners of the 117 properties being purchased due to construction; residential abutters; and the general public. Figure 13, below, illustrates the differences between the first two property groups.

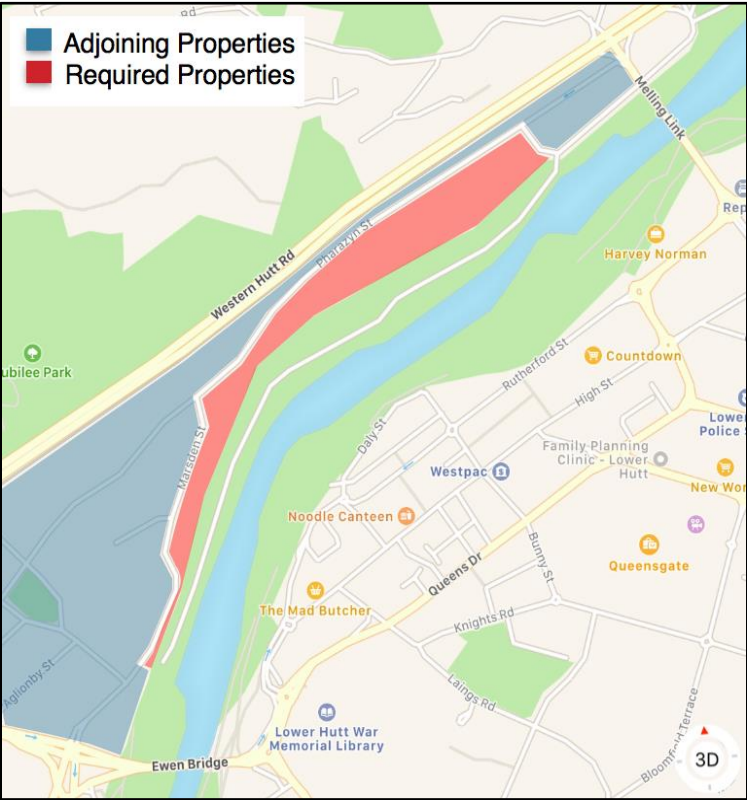


Figure 13: Map of required and adjoining properties (adapted from Apple Maps)

The agencies were careful to engage with members in the 117 properties in a sensitive manner, since they anticipated substantial concern and angry emotions regarding the destruction of their properties. The agencies planned to hold face-to-face conversations with the property owners to inform them about the project and to solicit feedback. Unfortunately, the press broke an embargo and many homeowners found out about the agencies proposals from the newspapers prior to the planned engagement. This forced the GWRC to act quickly in an effort to calm tensions in the community. Officials went out into the community as soon as the news broke in a valiant effort to get to owners to personally discuss the situation before they read about it in the

news. Some property owners were distressed at hearing the announcement through the news, but the majority were pleased at the effort the council put into reaching out to them. Although the situation had the potential to cause significant anger and distrust between the community and the council's, their quick action succeeded in defusing the problem.

The agencies decided the best way to target the general public residents living in the Lower Hutt area was to focus on the positive aspects of the project, such as riverside landscaping, transport improvements, and the likely long-term economic benefits of the Making Places Programme, which will bring overall revitalization to the city. The members involved in the RiverLink Project believe it is important to obtain feedback from the younger generation because they are the individuals who will experience the full benefits of this project. Future generations will be protected by the flood protection and able to use the new facilities and transportation. "We want to get the outlook of younger people. This project is basically designed for them since it is such a long-term project" (Paki Maaka, personal communication, 1/2/2017). The agencies believe they have made a special effort to reach out to schools and speak with students as well as set up space to talk to people visiting the local shopping centre. The engagement techniques used by the GWRC, HCC and NZTA involve a wide range of strategies in order to attempt to reach every member of the community regarding the future plans of the RiverLink Project.

There was a general consensus among agency officials we interviewed that the engagement strategies conducted so far have been successful. They considered the strategies to be successful because the public appeared to be aware of the project components, many stakeholders had given positive feedback to the agencies and relatively few complaints had been received. Agency representatives felt that the large number of opinions expressed by the public indicate that they are engaged and want to be involved with the design process. Our interviewees confirmed that these responses will be taken into account and used by the three agencies to help balance the project between what is needed from a technical perspective and what the public wants to see. One respondent noted, "The quality of feedback is really important. While getting huge numbers of feedback shows some success, getting quality feedback gives us better insight," (Jo Wilkins, NZTA Consultant, NZTA, personal communication, 31/1/2017).

4.1.3 Assess Public Attitudes and Perceptions of the RiverLink Project Process

To gain knowledge of the public’s attitudes and perceptions of the RiverLink Project process, our team created an online survey through Qualtrics. We had a total of 156 responses to our survey. Data from these responses was recorded and analyzed for trends. This survey was distributed through multiple email aliases, the GWRC and the HCC facebook pages, as well as in person at various community engagement events and locations. These locations included the pop-up beach, the weekend market, bike paths along the river corridor, and the Queensgate shopping centre. We surveyed 119 individuals over the course of 4 days and received 37 online responses. The majority of the respondents (114/156) had heard about RiverLink (see Figure 14 below).

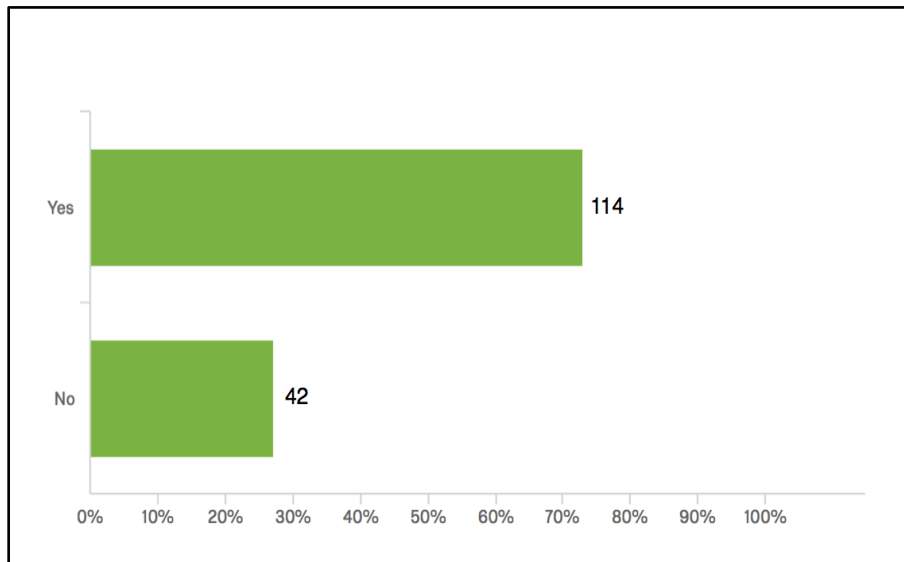


Figure 14: Respondents who knew about RiverLink

As shown by the word cloud in Figure 15 below, respondents focused on several of the key themes in the RiverLink Project, including flood protection, Lower Hutt, and CBD revitalization. Fewer respondents raise the issue of transport improvements and some of the more nuanced aspects of the project.

From Figure 15, it is evident that respondents have some level of awareness of the different aspects of the RiverLink Project. We asked our respondents to choose particular aspects of RiverLink they most wanted to hear about. Figure 17 illustrates the results of this question. People most wanted to hear about city enlivenment, which was asked about for 30%, closely followed by transport improvements at 29%.

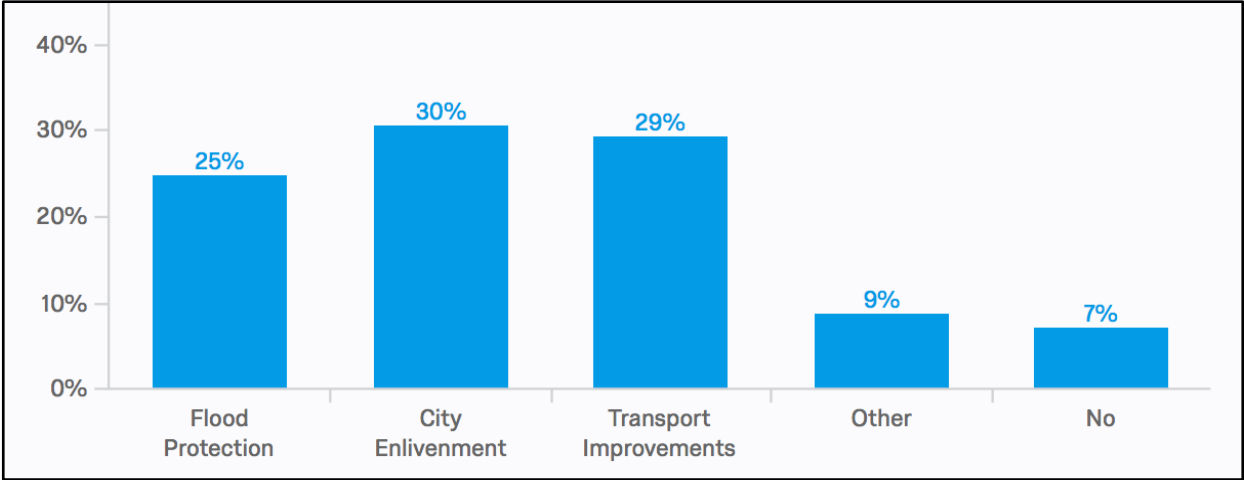


Figure 17: Aspects of RiverLink respondents wanted to hear more about

When asked about which channels participants use to obtain information about RiverLink, a wide variety of responses are expressed below in Figure 18. We then divided the results into two groups: ‘aged 40 and above’ and ‘below the age of 40’ in order to take into account different age groups. Determining the favored channels to obtain information about RiverLink in general and for specific age groups will ensure information will be distributed in an efficient fashion in the future.

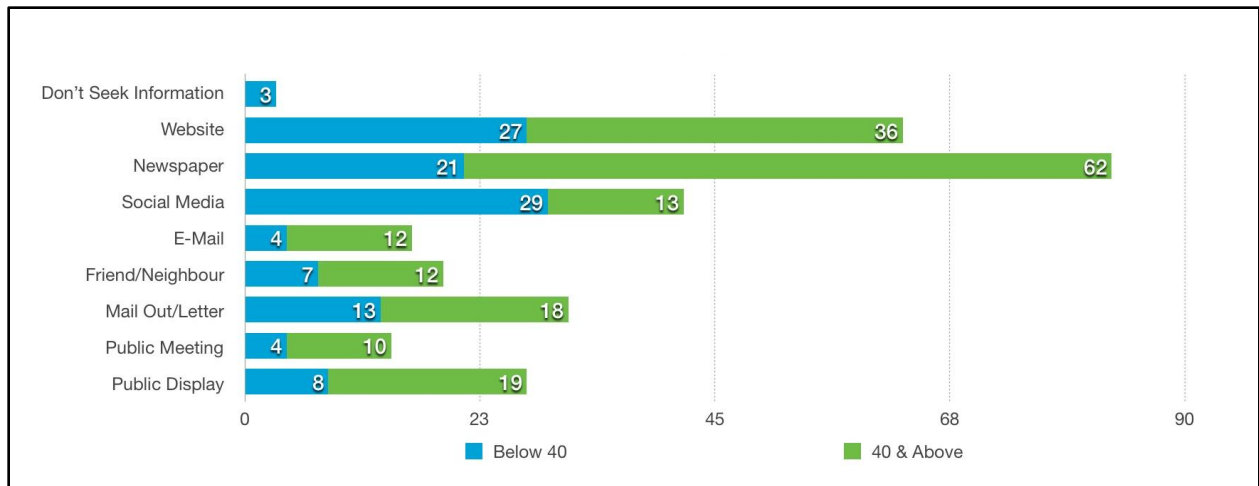


Figure 18: Channels participants use to obtain information about RiverLink

The survey and interview data we collected helped our group understand the different aspects of the RiverLink Project. Once we had compiled our data, the differences between the administrative and public sides of RiverLink became more apparent. From the compiled data, patterns began to emerge which we highlight in the next section.

4.2. Discussion

After analyzing all the data that we received from site assessments, interviews and surveys, we discussed key findings from our full results. Representatives of the organizations we interviewed believe that the community engagement activities have been largely successful. When asking representatives at the different agencies, “How successful have those techniques been in stimulating public interest and engagement in the project?” 15 out of the 16 respondents said that the methods they have used so far have been successful. Success among these respondents was described as having been the lack of complaint and high attendance to previous events held by the organizations. When assessing the pop-up beach, the feedback from the community was overwhelmingly positive. Most if not all members of the public deemed that providing visuals on the project with detailed information really helped to sell the dream and helped residents feel connected to the river. However, 82 out of 128 survey respondents claim that they have never participated in any previous public engagement events, such as public meetings, focus groups, surveys, etc. When we asked these 82 why they have never participated in any events, 53% of responses replied that they had never heard of the engagement events

being held (see Figure 19, below).

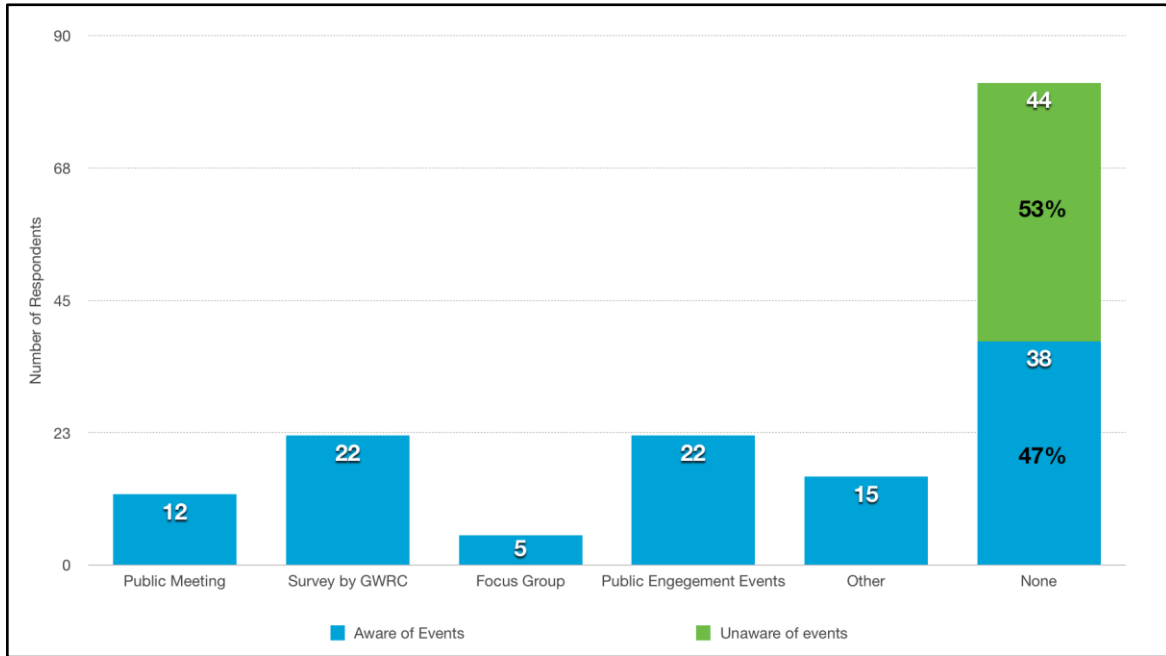


Figure 19: Public engagement events attended

This finding was interesting because all 16 of the organization representatives we interviewed stated that they use all major media outlets to push information out to the public. These outlets included newsletters, local newspaper, website, social media, and others. The number of respondents who knew about the RiverLink Project (Figure 14) shows the agencies are successful at getting information regarding RiverLink to the public. However, the disjoint responses between the agency representatives and the public show that there is some discrepancy in the volume and directedness of notifications for public events.

Another interesting finding was that even though the RiverLink team wants the community to be informed about the project and the community wants to be informed, we found that not many respondents attended engagement events. When we interviewed representatives of each collaborating organization involved in the RiverLink Project, 69% of these respondents said that their community engagement goal for the RiverLink Project was to inform the community about the project. They believed that this was extremely important since the preliminary design phase focuses on pushing out information to the public. When asking the community through surveys, “Do you want to know more about the RiverLink Project?” 89% responded with at least

moderate interest (as illustrated in Figure 16). Therefore, the organizations involved in RiverLink as well as the public agreed that the community should be more informed about the project. Our group found inconsistencies between the posted pop-up beach schedule and what actually occurred at a community engagement event. These inconsistencies caused problems with the attendance of the event because attendees arrived expecting to find a certain event, only to realize the schedule had been changed last minute.

The methods of receiving information about the RiverLink Project showed surprising results among different age groups. Of the people surveyed across age groups, 61% of those who knew about the project had received information through the newspaper, primarily the Hutt News. It was surprising to see that among all age groups, the newspaper was still the main outlet of receiving information, closely followed by information from websites. Only 18% of survey respondents reported being informed about RiverLink through social media. This was an unexpected result for our group until we calculated that average age of our respondents was 49. The responses from the demographic under the age of 40 showed that social media was one of their main three sources to receive daily news updates (all data can be seen in Figure 18). However, most of our survey respondents in the younger demographic replied that they were not followers of the GWRC Facebook page. This finding shows that updating the Facebook page to involve more members of the public would be helpful.

Finally, we tried to connect the two questions, “what do people know about the RiverLink Project?” and “what more would they like to know?” When analyzing the responses pertaining to these questions, the majority of answers seemed to cluster around flood protection, as seen in Figure 15. When comparing this data, 59% of residents would like to know more about city enlivenment and transport improvements (shown in Figure 17). This indicates that the organizations have done a good job of informing the public about the flood protection aspect of RiverLink, or that there is less interest in the flood improvements. However, either way this leaves room for improvement to provide better information about the other aspects of the project.

Chapter 5: Recommendations and Conclusion

Our findings indicated RiverLink is, in general, a good public process that can be modified to enhance the community engagement. The basic criteria we found in our public participation research creates a strong frame to design a successful process. Most of our data collection shows that the RiverLink Project has succeeded in attempting these framed criteria, however there are inconsistencies around how effective their efforts are. In order to assist in strengthening the process and the outcomes of the project, our team designed a series of recommendations. We hope these suggestions will help improve future public events, gain support from the public and design new events which will involve more people from the community.

5.1 Recommendations

5.1.1 Engagement Evaluation Criteria

There has been a strong effort to arrange public engagement events for the RiverLink Project. We designed an engagement evaluation criteria and checklist, below in Table 6, adapted from evaluation tools found from our literature review research of public processes that can be used to evaluate the RiverLink process so far. The checklist can be used as a guide to ensure that public engagement events follow the same principles in the future.

Table 6: Engagement evaluation criteria

<i>Engagement Evaluation Criteria and Checklist</i>		
Clear goal and purpose	<ul style="list-style-type: none"> ● Was the purpose of the engagement clearly stated? ● Did stakeholders understand their role in the project or did they think they had more influence? 	
Commitment to process	<ul style="list-style-type: none"> ● Did the organizer (s) devote adequate resources to the community engagement? ● Were the staff properly trained for how to work with the community? ● Were the organizers dedicated to the benefits from community engagement? 	
Honesty	<ul style="list-style-type: none"> ● Did the agency follow through with promises? ● Did the agency take the public opinion into account? 	
Representation	<ul style="list-style-type: none"> ● Were different religious, gender, and socio-economic groups represented proportionally? ● Were all stakeholders consulted equally? ● Was a wide variety of community engagement events used? ● Were the events held at times or locations that could be used to exclude a certain demographic? 	
Transparency	<ul style="list-style-type: none"> ● Was all pertinent information clearly available to the public? ● Was the public informed in a timely manner? ● Was anything withheld from the public which could influence their decisions? 	

5.1.2 Media Management

Print. The local newspaper is where 61% of survey participants said they received most of their information about the RiverLink Project. However, most community members we talked to have never attended public engagement events hosted by the agencies. The advertising of upcoming events can be executed in a way that draws more public attention in order to have a greater participation from the community. One way to do this is to create a stable communication through the local paper by requesting a column that would be featured once a month. The column would include a list of upcoming events for that month, updates about the project, and any relevant pictures about the project or from events that happened the month previously. Posting updates regularly is a simple form of communication for the public to learn general information about RiverLink. GWRC should also continue to announce events throughout the month as they get closer to the date they are scheduled for.

Our team also believes that the communication and relationship between the GWRC and the press can be improved. There has been poor communication in the past, such as the early release pertaining to the 117 property requirements, or the incorrect wording used to describe upcoming events. Therefore, GWRC and other agencies should work to only share information that has been approved by relevant members of the councils, and that is written exactly as they wish it to be distributed. The heavy focus on enhancing the communication through the newspaper is extremely important, since it is one of the main sources of information for the public.

Social Media. It is essential to incorporate the ideas and opinions of the younger generation due to the fact that this project will directly affect them in the future. Through the data analysis, we learned that most participants under the age of 40 tend to use social media to gain information (seen in Figure 18). The GWRC has done a good job using different forms of social media up to this point to push out information regarding the project. However, there could be great benefits from enhancing the ways this media is used. GWRC uses Facebook and Neighbourly as two outlets to push out information. One of our recommendations is to create a RiverLink profile on Facebook which would include GWRC, HCC and NZTA as owners. This page would be able to have regular postings strictly related to RiverLink and could be managed by all three organizations. Postings could include information pertaining to the project and councils, upcoming event details, pictures from past events, pictures of the river and project

construction, as well as other updates. The page could schedule all of the events, following with event invitations to all interested personnel. Similarly, RiverLink profiles could be made through Instagram and Twitter. Instagram would include pictures of events, project progress, and the river landscape. Twitter would mainly post about upcoming events and any exciting news or updates relating to the project.

Social media accounts are difficult to keep track of and updated, but relevance is key to the success of these posts. A recommendation that our team thought would be helpful would be to hire a social media operator. This employee would be in charge of creating interactive and creative social media pages and providing constant updates. This person would be responsible for the following:

- posting upcoming event times and locations
- creating events and sending out invitations through social media
- posting pictures of past events
- posting about RiverLink updates in construction or design
- enhancing the RiverLink website to be interactive and interesting
- brainstorming new ideas with the communication teams to interact with the public

Our team created an example of a job description that could be used to hire an intern or staff person for a social media position which can be seen in Appendix G. Adding a member to the RiverLink communication team would be very helpful, since he or she would be fully responsible for all social media postings. This would also enhance the level of communication between the RiverLink team and the public.

5.1.3 Pop-up Beach Improvements

The pop-up beach started in February and is planned to be set up again in March. Our team took this opportunity to make recommendations about this specific event in order for the next iteration of the beach to be more successful. In order to attract more attention and awareness for the pop-up beach, the council can use:

- Methods through the media as stated above in 5.1.2. We created a newspaper article and a Twitter posting to show what these methods could look like (seen in Appendix H).
- The beach could include a banner or large sign hanging with the RiverLink logo on it, directly stating to people what the event is for.
- Text about the RiverLink Project could be added to the container that would explain more about the project.
- To improve the layout of the posters, the river could be displayed in one large picture horizontally, with its orientation similar to the river behind. This would be much more clear for the viewer to imagine what the future plans look like. The content of this poster could include the different plans along the river.
- One very successful aspect of the pop-up beach was the coffee cart. At the next event, a similar method should be used such as a food truck, to help attract a larger turnout.
- The space including the tables and chairs also made the pop-up more welcoming as the

Event Profile

At the site of the pop-up beach, there was no clear statement relating the event to RiverLink. The decoration of the site developed over the scheduled time it was supposed to be there. When the container was first placed at the site, those who visited did not gain the full experience of those who visited later. The mural of the fish was very appealing, especially watching the artist work. The absence of a prominent RiverLink logo left many visitors unsure of its meaning until it was explained. The inside of the container included posters of pictures and ideas of future project plans, shown below in Figure 20.



Figure 20: Inside of pop-up beach container

The area around the container provided a nice area to sit and observe the river. These posters contained information obtained from past community workshops. They were labeled with too much wording and small images. The pop-up beach was set up three days later than the scheduled time due to inclement weather. Those who intended to go to the beach were unaware the plans had changed. Also, due to miscommunications, a representative scheduled to be on the site and answer questions was not able to be there.

public would sit and relax by the river after purchasing their food and beverage from the coffee cart. This was successful in the sense that more people were utilizing and viewing the river, and similar events, such as this, should be encouraged in the future.

- Strive to follow through with all events and details to the best of the council's ability. If plans change, for instance in the case study above, a sign or notice should be posted somewhere along the pop-up beach to show that the plans are being rescheduled.
- To have the best form of communication for events, the council can have a feedback box with paper and pencil for participants to give feedback while directly at the beach.

5.1.4 Opportunities for Youth

As stated by several representatives working on the RiverLink Project, the involvement of the younger generation is extremely important. One of the aspects that was overlooked during the RiverLink community workshops was the perspective of adolescents. Our team thought that this was an underexplored opportunity for the RiverLink team to capitalize on the opinions of young minds. An engagement opportunity to involve students is a design contest with a targeted focus in schools ranging from elementary to high school. They would be asked to visually design what they would like to see once the project is completed. They would also express what activities they would like to be engaged in during the lifespan of the RiverLink Project. An incentive could be provided to students who participate in the contest, such as extra credit and a feature in the local newspaper or a prize. The contest would be a great way to help inform and engage kids in RiverLink. Both of these opportunities are geared towards attracting the current generation of adolescents as they will be the ones benefiting in the future from the completion of this project.

5.1.5 Re-building the Community

RiverLink's success may depend on building partnerships outside of the agencies which can co-sponsor larger events to build capacity within the community. Organizing festivals has been an idea that the council has explored before, however our recommendation is to attract a much wider representation of the community. A RiverLink festival hosted along the river corridor and in the Riverside Carpark could highlight interactive activities with the Hutt River. Such activities can include a rock skipping contest, free canoe/kayak lessons, or a rubber duck

race. Visitors could be involved in fitness activities such as yoga or a 5K race, followed by drinks and a barbecue. There would be several booths or tents setup along the Hutt River trail between Melling and Ewin Bridge which would contain visual displays accompanied by specialists and experts from all agencies informing the community more about RiverLink. Each agency can also focus on their specific attributes in RiverLink and discuss them further. Afterwards, a video presentation could be shown to the crowd discussing the progress of the project. The video can also contain short recordings showing the verbal support of politicians as well as community members affected by this project. As the festival advances into the evening there can be live music. Our team included a visual of a mockup RiverLink Festival Poster in Appendix I that could be used to invite the public. This event could occur annually or by any frequency the agencies see fit.

5.3 Conclusion

RiverLink is a major project designed to increase flood protection, enliven the city, and improve traffic conditions for residents of the Lower Hutt area. It is a large undertaking combining three agencies (estimated to be completed in the year 2025), and therefore has a very complicated public participation process. To better understand this complex process, our team delved into background research of the Hutt River and the RiverLink Project, along with case studies and best practices for public processes. We then spent time collecting data through surveys and interviews which we analyzed looking for patterns and trends. We determined from our research that the RiverLink team was mostly successful at achieving their community engagement goals. We felt that the team could do a better job outlining exactly what they wanted to achieve through public participation. We confirmed it was an informative project with public consultation elements, however we determined that hosting additional lively and interactive events will help to keep the public interested. We felt that the agencies were committed to the public participation process, but they were having problems with communicating and following through with their public events. The team did well reaching out to older members of the community through the variety of events used in the past. However, the team is having trouble reaching out to the younger generation. Our group designed a series of possible engagement events tailored to inform that demographic. The RiverLink team strived for transparency, even with the difficulties associated with three agencies working on one project. The

recommendations that our group designed for RiverLink may be time consuming to implement, but we believe they will be successful. Through our suggestions, the RiverLink team will be able to reach out to a wider demographic and get more attendance at their events. This will help continue on the path to success of informing and keeping the public engaged for the duration of the project.

List of References:

- Al-Kodmany, K. (1999). Using visualization techniques for enhancing public participation in planning and design: Process, implementation, and evaluation. *Landscape and Urban Planning*, 45(1), 37-45. doi:10.1016/S0169-2046(99)00024-9
- Arnstein, S. (1969). A ladder of citizen participation. *Journal of the American Planning Association*, 35(4), 216-224. doi:10.1080/01944366908977225
- Atapattu, D. (2015). *Hutt River city centre upgrade project*. GWRC.
- Black, J., Kelly, M., & Cochran, C. (2008). *Thorndon heritage project*.
- Campbell, G. *Hutt River City Section upgrade – flood protection for the CBD*. (Director). (2015, Aug 4,).[Video/DVD] Retrieved from <https://www.youtube.com/watch?v=Y6Vq5H8Dp9s>
- Chapman, K. (2015). 75 properties in flood path. Retrieved from <http://www.stuff.co.nz/dominion-post/news/hutt-valley/70684441/hutt-river-stopbank-will-require-council-to-buy-up-75-properties>
- Chess, C., & Purcell, K. (1999). Public participation and the environment: Do we know what works? *Environmental Science and Technology*, 33(16), 2685-2692. doi:10.1021/es980500g
- Easter, J. (Ed.). (1991). *The Hutt River A modern history 1840-1990*. GWRC.
- EPA. (2016a). Better decisions through consultation and collaboration. Retrieved from <https://www.epa.gov/international-cooperation/better-decisions-through-consultation-and-collaboration>
- EPA. (2016b). Public participation guide: Introduction to public participation. Retrieved from <https://www.epa.gov/international-cooperation/public-participation-guide-introduction-public-participation#main-content>
- Franklin, R., King, J., Aitken, P., Leggat, P. (2014). Natural hazards.73(3), 1997-1998. doi:10.1007/s11069-014-1180-x
- Grant-Taylor, T. L. (2009). An encyclopedia of New Zealand: Hutt River. Retrieved from <http://www.teara.govt.nz/en/1966/hutt-river>
- Greater Wellington Regional Council. About us. Retrieved from <http://www.gw.govt.nz/about-us/>
- Greater Wellington Regional Council. (2001a). *Hutt River Floodplain Management Plan - for the Hutt River and its environment*. PrintLink Ltd.
- Greater Wellington Regional Council. (2001b). *Hutt River Floodplain Management Plan: Hutt River Environmental Strategy*.
- Greater Wellington Regional Council. (2014). History of the Hutt River. Retrieved from <http://www.gw.govt.nz/history-of-the-hutt-river/>

- Greater Wellington Regional Council. (2015). *Hutt River City Centre Upgrade *
- Greater Wellington Regional Council. (2016a). Flood protection – Hutt central from just north of Ewen Bridge to Kennedy-Good Bridge. Retrieved from <http://www.gw.govt.nz/protect-the-hutt-cbd-from-flooding/>
- Greater Wellington Regional Council. (2016b). Greater Wellington's role and functions. Retrieved from <http://www.gw.govt.nz/greater-wellington-s-role-and-functions/>
- Greater Wellington Regional Council. (2016c). *RiverLink communication and engagement strategy stage two *
- Greater Wellington Regional Council building*
- Greater Wellington Regional Council Hutt River corridor user survey 2016 *; (2016).
- Heart of Hutt (3): Pomare to Birchville* (2014). WordPress.com:
- Hutt City Council. *What do you want for Hutt CBD in 2030? *
- Hutt City Council. (2016a). An integrated vision. Retrieved from <http://www.huttcity.govt.nz/Your-Council/Plans-publications-and-bylaws/an-integrated-vision/>
- Hutt City Council. (2016b). Living in Lower Hutt. Retrieved from <http://www.huttcity.govt.nz/Our-City/Living-in-Lower-Hutt/#Help> for new migrants
- Hutt City Libraries. (2010). Lower Hutt past and present (1941). Retrieved from <http://library.huttcity.mebooks.co.nz/text/LowHutt/t1-body-d9.html>
- Internal Affairs. *Good Practice Participate - levels of participation *
- Miskell, B. (2013). *Hutt city section protection improvements scoping report.*
- New Zealand Transfer Agency. (2016). About us. Retrieved from <https://www.nzta.govt.nz/about-us/>
- New Zealand Transport Agency. Preferred option confirmed
- Retrieved from <https://www.nzta.govt.nz/projects/wellington-to-hutt-valley-walking-and-cycling-link/preferred-option/>
- New Zealand Transport Association. Preferred option. Retrieved from <https://www.nzta.govt.nz/projects/wellington-to-hutt-valley-walking-and-cycling-link/preferred-option/>
- Pattinson, S. (2015, Sep 14.). Case for flood plans unconvincing. *Dominion Post* Retrieved from <http://search.proquest.com/docview/1711276673>
- Paul, B., & Wallace, P. (2014). *Hutt River City Centre Upgrade Project-river corridor options report *

- Rowe, G., & Frewer, L. (2000). Public participation methods: A framework for evaluation. *Science, Technology, & Human Values*, 25(1), 3-29. Retrieved from <http://www.jstor.org/stable/690198>
- Theelan, A. (2012). *Public participation in environmental management: The Christchurch rebuild*.
- Upper Hutt City Council. (2016a). About council. Retrieved from <http://upperhuttcity.com/your-council/about-council/>
- Upper Hutt City Council. (2016b). Welcome to Upper Hutt. Retrieved from <http://www.upperhuttcity.com/your-council/about-council/>
- Upper Hutt Regional Council. (2016). Vision and mission statement. Retrieved from <http://upperhuttcity.com/your-council/vision-and-mission-statement/>
- Wellington, New Zealand Retrieved from <https://www.google.com/maps/place/Wellington,+New+Zealand/@-41.0342341,174.3211996,8z/data=!3m1!4b1!4m5!3m4!1s0x6d3f5205bd43cf57:0xf7ade3e9c48078c2!8m2!3d-41.0299323!4d175.4375574>
- Westlake, S., & Manolache, D. (2016). *Managing flood risk from the Hutt River, Wellington, New Zealand and impacts on insurance* Floodplain Management Australia.
- WINTER, C. (2015). Stopbank residents in shock. Retrieved from <http://www.stuff.co.nz/dominion-post/news/hutt-valley/70711140/hutt-river-residents-in-shock-over-plan-to-take-homes-for-stopbank>

Appendix A: Council Descriptions

Greater Wellington Regional Council:

The GWRC is a local government responsible for 8 territory councils in the Wellington region. Their mission statement is to promote “quality of life by ensuring our environment is protected while meeting the economic, cultural and social needs of the community” (GWRC, *About us*). The specific responsibilities of the GWRC fall within the range of environmental protection and management, flood protection and management, and public transport planning and funding. They also oversee regional parks and metropolitan water supply.

Hutt City Council:

The Hutt City Council is another territorial council that overlooks the Lower Hutt region. This contains the Petone and Central Business District (CBD) region. The council vision for community is to make it “a great place to live, work and play” (HCC, 2016a, para. 1). Thus “the Integrated Vision identifies the strengths and aspirations of our communities, identifies the contribution that each makes to the city and the region, and proposes opportunities for them to further develop” (HCC, 2016a, para. 2). The key strategies that help illustrate this vision are centered on environmental sustainability, infrastructure, leisure and wellbeing, and urban growth. The council hopes that its efforts in these strategies will provide short, mid and long-term goals that will ensure the community outcomes are set to a very high standard. An example of this would be the Making Places initiative. The goal of this programme is to help revitalize and bring businesses back to the diminishing Lower Hutt CBD.

New Zealand Transport Agency:

The NZ Transport Agency is an organization governed by a statutory board of 1372 employees, who with their various skills, help manage highway structures, receive funding for new roads and transport, and provide assistance and advice to the public on transport safety. They also provide local services such as driver testing and licensing as well as vehicle certification and registration. The NZ Transport Agency is also constantly seeking funds to invest in new research opportunities for land transport. Some of their priorities in the next 3 years include deriving safer speeds for the roads. This will make urban cycling a safe and more

attractive means of transport, while also helping to integrate roads and rails to improve freight network productivity. (NZTA, 2016).

Appendix B: RiverLink Newsletter

RiverLink

Better flood protection, lifestyle, transport links for central Hutt

Newsletter 4 – December 2016

Earthquakes and Flooding no setback

Just as we were going to press with this newsletter Kaikoura and shortly after the Wellington Region got a tremendous shake. We hope you made it through the earthquakes and subsequent floods ok, and that it hasn't caused you too much disruption or anxiety. We would like to take this opportunity to reassure you that the RiverLink project preliminary design work continues, and that we are still available to discuss property purchases for those properties identified by the project. The project has had only minor time setbacks as a result of the earthquake, and we look forward to continuing our conversations with you to create a connected river space.

RiverLink website now available

Our new RiverLink website – www.riverlink.co.nz - is now on line and will provide you with a one-stop-shop for key information on the RiverLink project.

The site contains up-to-date progress reports on all aspects of the design process, information on what's planned and who's involved, newsletters and links to all the key documents on which the project is based.

We also want the site to become an interactive platform through which we can gather your views on news and issues of interest. We can set up dialogue forums to promote discussion and run surveys to gauge public opinion, all of which will be invaluable in keeping the project in touch with the community and guiding our decisions.

Big turnout for riverside design forum

Lower Hutt's Dowse Art Museum was abuzz with ideas and enthusiasm recently as nearly 300 people gave us their views on what they want to see along the Te Awakairangi/Hutt Riverside and within its river corridor.

The focus of all the activity over two days was how we should plan for activities, amenities and environments through the stretch of the river between the Ewen and Kennedy-Good bridges. People were invited to view a video on the project, review great ideas for riverside amenities and landscapes from here and overseas, and use symbols and stickers to give us their ideas on how we can make the area look great and work for the community.

"We got really useful and clear feedback on access to the river, what kinds of paths people want along the riverside and on the stopbanks and on the proposed pedestrian and cycleway bridge," says urban planner Marc Baily of consultants Boffa Miskell. "The community also showed a lively interest in garden-like landforms which look lovely and promote diverse ecology, active swimming, picnicking and play areas where you can sit and enjoy the river."

Three questions were also asked about the value of the river to the Lower Hutt community: 82 percent of people responding said revitalisation of the city is very important; 61 percent that its connection to the river is very important; 61 Percent believed having people live in the city centre was also very important.

"These findings are right in line with the community's decision to go ahead with the RiverLink project," says Marc, "which was favoured both as a flood protection scheme and as a city rejuvenation plan through Hutt City Council's Making Places project. They show the community really values the relationship between the river and the CBD and that linking them will be key to re-enlivening the area."

The community's input through the community design workshop is now being applied to potential urban landscape design options.

"What the community wants is a river it can connect with"

– Paki Maaka,
Urban Design Manager,
Hutt City Council



Lively young imaginations look ahead to what could be – thanks Imogen (8 years)



RiverLink Community Design Workshop held on Saturday 1 October 2016

One third down two more to go



Lively discussion on progress so far

Harnessing and co-ordinating all the complex elements of a project of RiverLink's scope is no mean feat. So reaching its first development milestone – the completion of 30 per cent of the initial design phase – was a real achievement.

"With dozens of consultants and council staff involved in the design phase, working over a multitude of different workstreams, many of which are dependent on each other to make progress, we rely on the application of experience and expertise, strong project management and good communication between the teams to make progress," says GWRC Manager, Flood Protection, Graeme Campbell.

"And that's what we've achieved in this first phase of the design project, which has begun to reveal how all the parts will fit together to create the blueprint we will submit to the community."

Key decisions such as the alignment of the river channel are being determined to enable detailed consideration of the exact location of the stopbanks, and the form they will take. It has also enabled us to look closely at how and where we accommodate service such as stormwater outfalls and utility pipelines etc.

While the exact scale of the river channel (stopbank to stopbank) is yet to be determined, the urban landscaping team has begun to apply the findings from the Community Design Workshop into its brief to design the corridor's environment and amenities that will drive lifestyle.

Planning is also progressing on regional and local transport, with the NZ Transport Agency investigating transport issues along SH2 and at the Melling intersection, and Hutt City Council planning for the implications both of better connections into the CBD and traffic flows within and through it. Concepts for a cycleway/pedestrian bridge were also presented.

"We're making great progress. I can't wait for the next milestone, which will be at 60 per cent completion then 90 per cent early next year, when we will get a detailed view of how RiverLink will come together to provide its promised benefits for the Lower Hutt community", says Graeme Campbell.

Combining transport, a local market day and sausages

Take a regular market day in Lower Hutt, some sausages and folks happy to have a chat, and you can get some real insights into travel patterns – the places we visit, how we travel, the routes we use and why we use them.

The project team ran a sausage sizzle at the Riverbank Saturday market in the Rutherford St car-park. We wanted to find out about people's experiences, problems they encounter, and opportunities they see when using the Melling and Block Road intersections, travelling through and accessing Hutt City, the river area, and the nearby residential areas.

Michael Siazon, NZ Transport Agency Project Manager, Melling Intersection Improvements, says "Members of the project team talked to about 60 people in a relaxed environment to better understand their transport experiences, what motivates them to make their journeys, what currently works and doesn't work for them, and the sort of changes that would make Melling and Hutt City a better place to be."

This innovative approach to customer research is part of the Melling Intersection Improvements Project and involved informal interviews at the market day and at Melling train station, and some in-depth interviews with local residents and business owners. From this we got a good cross section of people, including car and train commuters,



The work around the Melling Intersection will be directly related to work around the local network – it's one network and needs to be treated as such to achieve smooth and effective traffic flows

John Gloag, Divisional Manager Road and Traffic, Hutt City Council

pedestrians, cyclists, motorcyclists, business representatives, and visitors.

Paki Maaka, Urban Design Manager, Hutt City Council, says "It was great to team up with Greater Wellington

Regional Council and the Transport Agency and hear people's views. We got some valuable insights into different customers' point of view, their travel experiences and sense of place and community."

The key findings from the customer research will give us confidence that we're on the right track about identifying the problems that people experience and how these might be addressed. This work will help to shape our thinking as we continue exploring options to upgrade the Hutt City Centre, improve flood protection, river-focused city living and better transport links to and from Hutt City's central business district.

Workshop on improvements for Melling intersection



Project team members consider potential improvements for the Melling intersection

In November 2016, we held a stakeholder workshop to develop a long list of conceptual high level options to improve State Highway 2 connections at the Melling and Block Road intersections. These discussions involved the NZ Transport Agency, and the Hutt City Council and Greater Wellington Regional Council, as well as technical experts, to make sure any potential transport improvement options are integrated with the Making Places and Flood Protection Projects which are all part of the joint RiverLink programme.

The next steps will be to evaluate and shortlist the options identified at the workshop and then present them to the wider community for input and feedback. We expect to be able to talk more about the options and our plans for engagement in early 2017.

You can sign up for updates on the NZ Transport Agency's website: www.nzta.govt.nz/projects/sh2-melling-intersection-improvements/

Follow the Wellington Regional Council



For further information:

www.riverlink.co.nz
info@gw.govt.nz
 or call (04) 384 5708
 or freephone 0800 496 734



Appendix C: Interview Questions

Vision and Mission Interview

Prompter: _____ Note Taker: _____ Date: _____

Interviewee: _____ Organization: _____ Position: _____

Time Begin: _____ Time End: _____


Thank you for taking the time to interview with us. We are university students from Worcester Polytechnic Institute in the United States here conducting research into the public process of the RiverLink Project in collaboration with the Greater Wellington Regional Council. Today we will be asking a few questions regarding your view on the mission and vision of the RiverLink Project. The interview should not last more than twenty minutes. I will be facilitating the conversation while my partner takes notes. In order to collect the most information, we would like to record the audio of this interview for later review. Could we have your permission to do so? (**YES / NO**) If we determine a particular quote to be useful to our report, could we quote you by name or would you prefer to remain anonymous? (**YES / NO**) You will have the opportunity to review the material before it is published. Thank you again.

1. What is your vision for the RiverLink Project?
2. How does your council/agency plan on implementing that vision? (What are your contributions to that vision)
3. Have you worked with any other agencies or councils besides (state other 2 from project)?
4. What is your council/agency's role within RiverLink?
5. How do you feel the Hutt River community will benefit from RiverLink?
6. How well informed do you specifically feel on RiverLink?
7. How informed do you feel the Hutt River community is?
8. Have you been involved in attending or planning any of the public engagements so far?
9. Do you believe anything else should be done for the project?
10. Do you have any further questions?

We appreciate you taking the time to answer our questions. The information we learned from this

interview will be instrumental in the furthering of our research into the RiverLink Project and we will contact you if we have any other questions.

Appendix D: Qualtrics Survey



Default Question Block

This survey will ask you a few questions regarding flood protection, development and communication in the Hutt River Valley. Your responses will help to improve the community engagement for the RiverLink Project in the future. The survey was created by an independent group of students from Worcester Polytechnic Institute (WPI) working in collaboration with the Greater Wellington Regional Council. This survey is entirely anonymous and will only take approximately 5 minutes. Would you like to proceed?

Sure!
 No Thank You

Have you heard of the flood protection and city revitalization scheme, now known as RiverLink (previously known as the Hutt River City Centre Upgrade Plan)?

Yes
 No

Where did you hear about it? (Tick all that apply)

GWRC, Hutt City, or NZTA Website
 Newspaper
 Other Website
 Public Meeting
 Social Media
 E-Mail
 Friend/Neighbour
 Mail Out/Letter

Which three of the following sources would you most likely use to find out about the RiverLink Project activities?

I don't seek information about RiverLink Project activities
 GWRC, Hutt City, or NZTA Website
 Newspaper
 Other Website
 Public Meeting
 Social Media
 E-Mail
 Friend/Neighbour
 Mail Out/Letter
 Public Display
 Other

Since you selected "other", where specifically do you usually find out about the activities of the RiverLink Project?

What level of interest do you have in knowing more about the RiverLink Project?

High
 Moderate
 Low

Public Display
 Other

Since you selected "other", where specifically did you hear about the RiverLink Project?

What do you know about the RiverLink Project?

How do you think the RiverLink Project will affect the Lower Hutt community?

Will you personally be affected by the RiverLink Project? If yes, how so?

None

Which of the following RiverLink community engagement opportunities have you attended or participated in? (Tick all that apply)

Public Meeting
 Survey by GWRC
 Focus Group
 Public Engagement Events
 Other
 None

Is there any reason why you have not attended or participated in any of the events?

Since you selected "other", what community engagement opportunities have you attended specifically?

Please indicate how strongly you disagree (1) or agree (5) with the following statements.

Strongly Disagree Strongly Agree

I have a very good understanding of the RiverLink Project

I feel my participation mattered

I had the opportunity to express my preferences

I had the ability to go to events in my community

The event(s) I have attended were very useful and informative

How could the engagement event(s) that you attended have been improved?

In which of the following events or activities would you be most likely to participate in? (Tick all that apply)

- Attending a Public Meeting
- Taking a Survey
- Participating in a Focus Group
- Engaging on Social Media
- Interacting with a Public Display
- Receiving News via E-Mail, Letter, or Newspaper

Do you have any feedback or is there anything more you would like to tell us?

To better inform you in the future, we would like to gather the following information. All of which is optional, you may leave any questions blank if you so choose.

In which suburb do you live in?

In what year were you born?

What is your Gender?

- Male
- Female
- Other
- Prefer not to answer

If you would like to receive information in the future regarding RiverLink, please enter your email below.

- Other
- None of the Above

Since you selected "other", what specific type of event would you like to attend?

Is there anything that you would like to hear more about regarding the RiverLink Project? (Tick all that apply)

- Flood Protection
- City Enlivenment
- Transport Improvements
- Other
- No

What specifically would like to hear more about regarding the RiverLink Project?

What is your reason for refusal to participate?

Appendix E: RiverLink Website Sample

[f](#) [t](#) [in](#) [✉](#)

RiverLink





greater WELLINGTON
REGIONAL COUNCIL
Te Pane Matua Taiao



HUTT CITY
TE AWA KAIRANGI



NZ TRANSPORT
AGENCY
WAKA KOTAHI

The RiverLink project will deliver better flood protection, better lifestyle and improved transport links for the people of central Lower Hutt.

You can use this site to read the latest news from the project team and to gain more information about the project and how it affects you.

Greater Wellington Regional Council, Hutt City Council and the NZ Transport Agency are combining their skills and working together on the project, which will bring big benefits to the local and regional Hutt Valley community.

Check out the progress
and outdoor events at the

Riverlink – Pop-up Community Hub

Riverside Carpark,
Lower Hutt – 9 to 12 February

THURSDAY 9TH FEB	3pm to 5pm	What do you know about the Riverlink Project? Talk to the team about the level of community involvement in the project. What could we do better?
FRIDAY 10TH FEB	7.45am to 10am	Coffee cart on site Coffee available from \$2.50
	3pm to 5pm	Get Ready Get Thru Tips on preparing for natural emergencies from the Wellington Regional Emergency Management Office
SATURDAY 11TH FEB	9am to noon	Coffee cart on site Coffee available from \$2.50
	10am to 1pm	Eco-design Handy tips from Hutt City Council on creating a warmer, drier, healthier home
SUNDAY 12TH FEB	2pm to 4pm	Live music and food by the river Live music by a jazz duo and food truck offering snacks and treats for \$5.



International students to test public awareness of RiverLink Project



5 days ago



What do you know about the RiverLink project? Four visiting students from the United States will be hitting the streets of Lower Hutt in the next few weeks to find out.

The students are about to begin a seven-week research project into the Lower Hutt community's views and understanding of the "RiverLink" flood protection, city revitalisation and transport project. If you want to contribute you can complete the online survey [here](#).

"RiverLink" (previously known as the Hutt River City Centre Upgrade Project) is a joint project between Greater Wellington Regional Council, Hutt City Council and the NZ Transport Agency...

Continue reading

Appendix F: Brochure Sample

Te Awa Kairangi The Hutt River

The Hutt River, running from the Tararua Ranges to Petone, is susceptible to flooding. Unfortunately, this can lead to property damage and even loss of life.

The Greater Wellington Regional Council, Hutt City Council, and the New Zealand Transport Agency are working together to provide greater flood protection while revitalizing and rejuvenating the Lower Hutt CBD for years to come.

Preliminary designs on the community's preferred option are being prepared for resource consent applications, which will involve further community engagement.



What's Ahead?

- Option Selection
- Preliminary Concept Design
- Resource Consult Application and Community Consultation
- Detailed Design
- Flood Protection Construction Begins

Do you have questions or would like more information?
Be sure to visit www.riverlink.co.nz

Follow the GWRC on:





RiverLink

Better flood protection, transport, and lifestyle for Lower Hutt.

Three Agencies Working Together



greater WELLINGTON
REGIONAL COUNCIL
Te Pane Matua Taiao



HUTT CITY
TE AWA KAIRANGI



TRANSPORT AGENCY
WAKA KOTAHĪ



HCC have a strategy for improving the town centre - Making Places

The NZ Transport Agency is looking at transport improvements around Melling/SH2 intersection

GWRC are improving valley flood protection by work in the area between Ewen and Kennedy Good Bridges

Upgrading to higher, stronger stopbanks will protect residents and businesses from flooding as part of the Hutt River Floodplain Management Plan. This will also provide expanded opportunities for recreation beside the river.

Rejuvenation of Lower Hutt CBD, linking it to the river and creating opportunities for new commercial and recreational activities as part of the HCC Making Places Plan.

Reduction of congestion and improvement of access and safety of State Highway 2 at the Melling and Block Road intersections, as part of the Ngauranga to Te Marua transport plans.

Appendix G: Mockup Social Media Job Posting

RiverLink

Career Opportunity

Title: Social Media Operations
RiverLink Project

Job Description

RiverLink is an interagency project combining the efforts of three organizations, the Greater Wellington Regional Council (GWRC), Hutt City Council (HCC) and New Zealand Transport Agency (NZTA). Our plan is to provide better flood protection, revitalize the Lower Hutt Central Business District and improve transportation within the Lower Hutt area. One of our main goals is to make sure to involve the community and their ideas, as well as inform the public about any new and project updates. Our council needs an individual who is creative, inventive and open to new ideas and suggestions in order to help us educate the public about the project through social media.

Specific Roles of Position

There are a variety of roles that will be expected in this position

- Help design and manage an interactive RiverLink website which will inform about upcoming events and information about the project
- Create social media pages for RiverLink which post about upcoming events and results from past events
- Responsible for writing posts and uploading pictures pertaining to current events
- Help to brainstorm new, creative ideas to receive more followers on social media. This will help to engage the public more in the project

Specific Accountabilities

- Reports to Communications Team of GWRC
- Works with Communication Team to develop social media posts which are relevant and appropriate for the organizations
- Communicates with HCC and NZTA to ensure all social media posts meet the needs of their organizations



RiverLink Social Media Accounts

RiverLink Facebook



Greater Wellington Regional Council

greater WELLINGTON REGIONAL COUNCIL

Greater Wellington Regional Council
@GreaterWellington

- Home
- About
- Photos
- Subscribe to Newsletter
- Instagram feed
- Videos
- Events
- Notes
- Reviews

RiverLink

Check out the progress and outdoor events at the

Riverlink - Pop-up Community Hub

Riverside Carpark, Lower Hutt - 9 to 12 February

THURSDAY 9 FEB	3pm to 5pm	What do you know about the Riverlink Project? Talk to the team about the level of community involvement in the project. What could we do better?
FRIDAY 10 FEB	7.45am to 10am	Coffee cart on site Coffee available from \$2.50
	3pm to 5pm	Get Ready Get Thru Tips on preparing for natural emergencies from the Wellington Regional Emergency Management Office
SATURDAY 11 FEB	9am to noon	Coffee cart on site Coffee available from \$2.50
	10am to 1pm	Eco-design Handy tips from Hutt City Council on creating a warmer, drier, healthier home
SUNDAY 12 FEB	2pm to 4pm	Live music and feed by the river Live music by a jazz duo and food truck offering snacks and treats for \$5.

Like Comment Share

3

is://www.facebook.com/GreaterWellington/photos/a.171457349533369.43000.128872083791896/1459965280682563/?type=3





RiverLink Instagram

••••• Voda NZ 3G 11:19 AM 84%



Photo



greaterwellington
Moonshine Park >

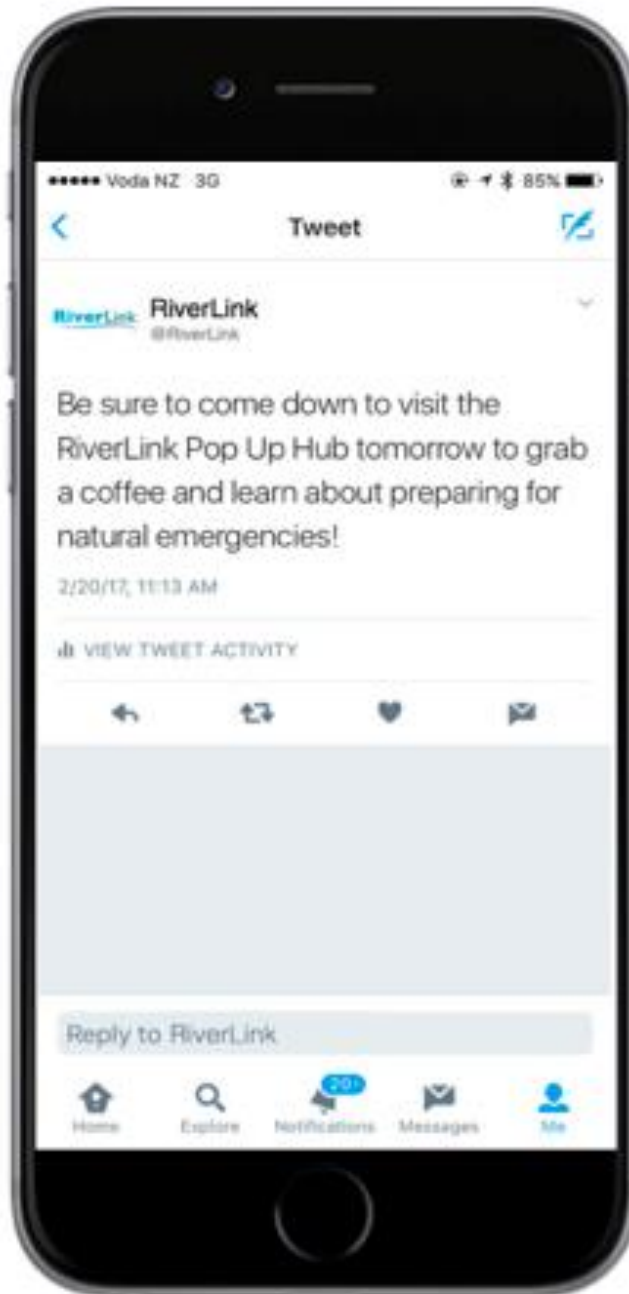


Liked by wellingtonlivenz and 32 others

greaterwellington Join us for our annual Hutt River Gravel Grab where you get to take some hard fill for your home and garden projects and help protect your community from flooding!



Appendix H: Mockup Pop-up Beach Media



THE DOMINION POST

Hutt River Pop-up Beach

March 4th- March 11th



A pop-up beach and container in the Riverbank Carpark aims to focus attention on the future development of Hutt River. The beach was created to show how removing trees and opening up the

riverbank can really connect the community to the river. The pop-up will include various activities for friends and families to come join and interact with the river. We are looking forward to see you this week!

ACTIVITIES

March 4th-5th



On Saturday and Sunday mornings there will be a Ripe Coffee cart with coffees available from \$2.50.



Join our yoga and Pilates instructor from 9:00-10:00 AM both days for some rejuvenating riverside workouts

March 10th-11th



Come down and join us for a night of fun with glow sticks, food truck snacks and Hutt River rock painting!



Join us on Saturday for river activities and a BBQ!



RiverLink: What is it?

The regional council is in the early stages of planning the \$143 million upgrade of the stopbanks between the Melling and Ewen bridges. The goal of the project is to protect the city from a catastrophic flood, which could potentially cause billions of dollars of

damage to the central city. The city council also has long-term plans to create a river promenade and turn the central city towards the river, which will rejuvenate and enliven the city.

Appendix I: Mockup RiverLink Festival Poster

A vertical poster for the RiverLink Festival. The background is a photograph of a river flowing through a lush green forest. In the foreground, two kayaks, one orange and yellow and one blue, are on a rocky bank. The text is overlaid on the image in white and blue boxes.

RiverLink Festival

**Saturday,
March 11th,
Riverside Car Park**

**Join us for a celebration
along the Hutt River and
learn more about the
RiverLink Project!**

**greater WELLINGTON
REGIONAL COUNCIL
Te Puni Matua Teiao**

**HUTT CITY
TE ŌHU KŪMARU**

**AN TRANSPORT
AGENCY
WAIKŌKŌTIHĀ**

Event Lineup

Food Trucks: 12:00 PM - 7:00 PM

River Rock Painting: 1:00 PM - 5:00 PM

Rock Skipping Contest: Begins at 1:30 PM

Rubber Duck Race: Begins at 2:00 PM

Rock Sculptures: Begins at 2:30 PM

Kayak Lessons/Rentals: 3:00 PM - 6:00 PM

Sunset Yoga: Begins at 7:30 PM

Live Music Throughout the Event